DEVELOPMENT OF A UNIFIED COMMAND STAKEHOLDER
"QUICK REFERENCE PAMPHLET" (QRP) FOR EMERGENCY RESPONSES

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A

PROJECT

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1. Abstract

This project's premise explores the relationships between regulatory departments, agencies, divisions, offices and bureaus within Alaska and how they work in a cohesive and symbiotic relationship with one another during a response to a pollution incident. By examining a few basic questions pertaining to what regulations deal with a pollution response and who or what entity has legal responsibility to ensure compliance, a Quick Reference Pamphlet or QRP was developed for the layman. Two reasons for its development include: The layman who either may not have clear understanding of all pertinent regulations; or does not have time to read and become a subject matter expert with the vast amount of governmental plans which explain authorization, permits, forms and instructions.

Key words:
Unified Command, Regulatory Objective, Project Management, Alaskan Unified Plan, Incident response, Quick reference

2. Project Overview

The concept of this project was originally formulated while Jeff Estes, the Project Manager (PM) of this project, served in the Coast Guard as a Federal On-Scene Coordinator (FOSC) representative while stationed at Untied States Coast Guard Sector Unit Anchorage, Alaska. The position was a supervisory position which included duties such as investigating reason for pollution incident, responding to pollution, instructing junior and peer Coast Guardsmen and women with regulations, internal policies and procedures both local to the State of Alaska and within the Sector Unit specifically for pollution response within the maritime environment. During this tour, Mr. Estes also began a Master's of Science in Project Management and began to recognize new tools such as the stakeholder register, which could be developed to serve a few purposes. The first would be to train Coast Guard members newly arrived to the unit on whom they would be consulting with and secondly to better manage the actual stakeholders from various agencies. The issue was there was not an official training program or quick reference for stakeholder management. Mr. Estes trained his subordinates and peers in who to call and why it was important in terms of both conveying their understanding of agency jurisdictional authority and where in the Federal or State plans this was written.

During Mr. Estes's tenure within the Coast Guard Sector Anchorage, this idea was not within his FOSC scope of responsibility but rather resided with a higher authority and therefore was not feasible to undergo as a project. During the retirement ceremony of Mr. Estes, he was recognized by the State of Alaska for going above and beyond work diligently and smartly with stakeholders during his almost five year tenure beginning in 2009 through his retirement in 2013.

This project provided an avenue to develop this foundational tool that will assist federal and state, as well as other industrial partners in bettering agency stakeholder awareness. The other side of the project provided an academic opportunity to explore new methods to manage small projects in non-project work places. By leveraging academic knowledge gained through a master's program and exploring new innovative and common-place applications, the PM developed a new skill-set creating efficiencies. Throughout this paper, new

techniques and methods for managing tasks and schedule – and many other project management philosophies – are described.

2.2 Academic Overview

The project was twofold with a complex combination of academic deliverables and actual project work. The academic portion of this project demonstrated mastery of project management concepts – according to the Project Management Institute's Project Management Body of Knowledge (PMBOK) – to manage a project from inception through completion using knowledge learned through the course of the master's program. The opportunity presented itself through research to explore new and innovative methods of managing projects with only the PM as a resource. Taking advantage of this unique, safe university learning atmosphere. The PM focused on two innovative techniques within a commonplace program: The first the use of Microsoft OneNote and the other the use Microsoft Excel. Both applications are readily available on most computers – even in non-project management environments.

2.3 Project Scope

The project's scope for the first of two sequential capstone classes – PM686A – was to develop and master the ability to cultivate a properly formatted and functional Project Management Plan (PM Plan) that conforms to accepted methods of managing a project from inception through completion. In reading Project Management Body of Knowledge (PMBOK, 2013) the creative part of this plan logically separates project functions into manageable phases. The scope of the first phase was the development and final approval of this project plan. The scope of the second phase was to conduct the necessary research to support development of the project's Quick Reference Pamphlet (QRP). The deliverable for this phase included a populated Radar Chart ('Radar (Spider) Chart', 2015) providing an analytical reference to address the hypotheses and to identify gaps as a result of completed survey and interview questions. The research phase also included literary research leading to the development of spreadsheets to support the QRP development. The research phase occurred between the two sequential capstone classes – during a lull in working hours and over semester break. The scope of the third phase was the actual project's product; the QRP and a final academic report.

2.4 Project and Academic Assumptions

By definition, an assumption includes any initial project issues which lead to risks a planned for accordingly within a risk register – outlining what could occur and how the Project Manager (PM) plans to mitigate and respond to the most significant assumption was completion of the project by the prescribed academic timeframe – April 2016. Other high level project assumptions include project survey and interview participants; their actual participation and the academic advisory team's ability to answer questions in a mentor capacity. During this project, eight risks out of the twenty-seven identified were realized as assumption proved valid.

2.5 Project and Academic Constraints

By definition, constraints are also initial project issues which lead to risks, should these become realized threats (or opportunities) throughout the project's lifecycle. The PMBOK provides reference to a "triple-constraint" which is normally limited to scope, schedule and budget (PMBOK, 2013). However, for this project's triple-constraint, the budget has been replaced with quality as there is no budget, but the quality of what the project will be delivering will be accurate and informative. Also, per the PM Plan, the project sponsor will accept the product's parameters for success. Other initial constraints include the academic schedule, confined to two sequential semesters which began in August 2015 and ended in April 2016. The most significant constraint is the PM's professional schedule working 40-60 hours per week, leaving after-working hours, weekends and holidays to perform all academic and project work necessary to accomplish both academic and project scope of work.

Both the constraints and assumptions have been listed in the project's risk register and are frequently monitored for issues that could result in a realized risk. As a result of thorough planning and following the iterative planning process, only a few risks have been realized. Risk mitigation measures have been set in place to ensure the project's triple constraint is not compromised during the project's lifecycle – to include each of the three planned phases.

3. Project Narrative

3.1 Planning to Plan

The official start date for this project was August 2015. However, after speaking to other successful program graduates, this PM began the project management program early. During each program class, any new and innovative tool, whether it was a tracking spreadsheet or Knowledge Area management plan, was customized to fit needs and the style of the PM. The real pre-project planning began in June 2015, with two primary focused areas imperative to project success.

In order to successfully complete a project of this magnitude, managing files became a crucial element based on this being individual project versus a team. The file plan used two key factors when considering where to place a file: 1) Could others intuitively locate files and; 2) could the original author find a document after a few months had passed. The answers to these questions were explored over several months early in the project and a file structure was developed with the concept of breaking the academic syllabus requirements into manageable pieces. The first was Academic Project Progress Milestones or PPMs. These PPMs were academic deliverables with specific due dates required for academic success: PPMs ensured a measurable amount of scope accomplishment at set intervals. The second piece included the project scope milestones as required to actually complete the project. These two were comparable to oil and water with regards to scheduling managing their file locations.

The second focus area included the PM's ability to leverage collaterally between electronic platforms. The purpose of this initiative was to maximize effectiveness and efficiency throughout the project's lifecycle.

The primary computer location was in the PM's residence. In order to maximize the PM's time and capture thoughts regarding the project at any time and any place many platforms were tested during the program. Although many platforms were tested during the program each one did not allow for the creativity of the user, instead most platforms forced the user to conform to the application. The Microsoft program, Microsoft OneNote proved a viable note taking application – much to the surprise of the PM. This platform worked and the availability on all devices from computers, tablets to smartphones made it the best choice.

3.2 Configuration Management

The approved PM Plan was 91 pages in length and included 64-individual sheets included in 10 separate Microsoft Excel spreadsheets. Each approved component of this plan was included to ensure constant integration and availability of every page or sheet supporting the project. Once the plan with supporting spreadsheets was approved, each was copied and pasted into a dedicated section of Microsoft OneNote allowing for constant connection to the plan in its entirety while on the go. If a change was made to any PM Plan component, it was also copied into Microsoft OneNote. A yellow highlight indicated change and made it easier to distinguish throughout the process; easy to use quick reference. However, getting to this point took extensive trial and error.

Once PM established a file management structure, the next challenge presented itself; managing version control for each piece of the document and spreadsheets. As the project progressed and elements of the plan, to include their connection to each spreadsheet, PM modified the question of how to follow the process – a process beginning with discovery and proceeding through approval. Finally, taking steps to incorporate back into the approved plan to report these changes for academic PPM preview. In order to address this opportunity, a configuration management spreadsheet was created. No template existed for this process; after careful consideration of the multitude of interconnected pieces, a configuration management log was developed. This log's purpose: First, it connects the change management process aligning the change management log; second, the log provides a simple method of submitting PMP changes during normally scheduled academic PPM. Lastly, the log provides proof the change control process followed.

The configuration control log was designed for execution and monitoring after the PMP was finalized and approved. The majority of changes occurred during the research phase with two major changes to be written into the plan. Two additional changes were required early within the third phase with product development. Each change required approval and incorporated changes to the plan as either scope or change control processes Having a ridged and well-written out process for configuration resulted in added quality control ensuring project plan was followed.

3.3 Cloud Storage

The ability to store files in cyber space ensures all project file back-ups and archives are executed at regular intervals. This allowed the PM to experience capabilities to collaborate in non-traditional business

environments. After considering all the available cloud storage services, Box.com was chosen for a viable cloud based solution due to its 256-bit encrypted security, ease of use, its intuitive nature- both through an internet browser, iPhone, and iPad devices. Recently, Box.com added the version control feature.

3.4 Cloud Editing in a Cross-Platform Environment

If this project had more team members, there would have been little to no reason for emailing documents back and forth, as each team member is invited to the collaboration folder. Documents can easily be edited in real time between two or more editors within the same document at the same time. For this project, due to restrictions of government officials, collaboration of documents was conducted via email. However, for the edits of the project's final document, PM sent an invitational link via Box.com to the editor who was able to edit and save to the cloud storage; this enabled project owner to follow editing of the document.

3.5 "QuickPlan Pro" – Cloud-based, Work Breakdown Structure and Gantt Chart

This project's focus on schedule management as one of the chosen "Knowledge Areas" attempts to discover and add new methods of management to the body of knowledge. The project was not just to develop a product, but to explore innovative mobile technology available to most professionals. QuickPlan Pro was an inexpensive application available through iTunes and works on both iPad and iPhone. The key feature to this program was its ability to export files to the needs of a recipient stakeholders, such as a simple PDF or image or even the more complex .XML files which can be uploaded into Microsoft Projects.

3.6 Microsoft OneNote – Cross Dimensional Planning and Project Execution

Of all programs used to manage this project, Microsoft OneNote proved itself to be the most flexible and useful of all programs. Imagine having 20 individual word documents available by opening only one program. During the course of this project, many professional colleagues were asked if they, 1) knew about this program and 2) if they ever use the program. Without exception, there was not one person who used this program. The problem with most task or note taking applications is their rigidity and lack of freedom to allow the user to create their own methods of capturing notes. The best way to describe the freedom Microsoft OneNote has allowed this project to flow is best explained by Mulcahy (2015) as the author describes managing a project as moving horizontally across time and along the way there are vertical sub-levels of tasks that must be managed along the way. Microsoft OneNote allows for this multi-dimensional planning, allowing documents relevant to each phase to be documented in its own time continuum as the project progress iteratively across time. The setup of OneNote is similar to a college notebook. Each subject has a notebook, and within each notebook are sections and within each section are pages. For this project, three notebooks were created. The first for the Initiating and Planning (PM686A) semester which was the formation and development of the PMP; the second, for the research, initial formation of any research and product conceptualization; the third Executing, Monitoring and Closeout

(PM686B) semester. OneNote gives user the access dozens of Word document files simultaneously within the same program. The final project plan was 17 chapters, with 10 supporting managing spreadsheets and each was copied and pasted within their applicable sections of OneNote. This allowed access to literally 17 different Word documents all within one program.

3.7 Project Management Knowledge Areas

For this project, the project management Knowledge Areas chosen included risk, schedule, integration, and stakeholder and quality management. These areas were chosen for the following reasons: Scheduling, selected based on the desire to apply and integrate innovative and non-traditional methods of managing schedules and action items with the end state being an improved and efficient process for schedule management. Integration and quality management selected¬¬ in order to master new techniques to ensure project had complete accountability of every file to include version control which resulted in quality control of all documents. By planning, executing and completing a project with between multiple versions to include tracking their individual configuration management, the PM achieved the goal and developed best-practices.

4. Project Planning Start-up – A Memoir from PM686A

4.1 Project Life Cycle

For this project, the only structure which initially existed was an idea and the academic syllabus for a two-part sequential class. Once the PM began conceptualizing how to achieve each portion of the scope and integrate this deliverable into the schedule more and more scheduling risk arose. This is when risk planning helped to mitigate risk and ensure the confidence level remained high. The primary risk question was continually asked, if the schedule compromised, what mitigating factors could be planned to avert a schedule slip. The answer: place the entire project within 3 distinct phases. Phase 1 – PM686A, Phase 2 – Research and initial product development, and final Phase 3 – PM686B – final product development, final report and project closeout.

4.2 PPM's Integrated into the Schedule

The academic project progress milestones or PPMs were a challenge to fit into the normal flow of the schedule. To illustrate their added complexity, if the logical project flow was similar to a road the PPM's can be described as a sharp turn don't a 45-degree angled road. However, that being the analogy, eventually during PM686B, those PPMs became a quality check for academic expectations. Those PPMs were integrated into the project flow early in PM686A. By reviewing the planned Gantt schedule there would be two separate non-sequential buckets of tasks needing to be accomplished requiring extra attention to detail in order to ensure timely task completion. Two separate, yet integrated, tools were used; Quick Plan Pro and OneNote. Quick Plan provided the master Gantt chart for quick high-level views of simultaneous tasks whereas, OneNote provided daily planner and timesheet trackers. Also within

OneNote, yet another tool was created for PPM tracking which was a PPM checklist. After a PPM was completed, the task was set to 100% within the schedule which provided a total project completion percentage, and the OneNote checklist provided the quality assurance verification, showing the individual task completion.

4.3 Life's Surprises and the Need for Risk Planning and Documentation

During the entire 2-part capstone project; new risks were constantly springing up, requiring constant management of what risks had been planned and were then a realized risk, as well as newly identified risks. Of the 24 identified risks, 8 were realized and 5 were added during Phase 2. If no risk management plan or risk register existed, to document anticipated or realized risk, the project manager's efficiency and effectiveness would have been greatly affected; these issues were important to communicate to advisory team. To illustrate this, a certain risk related to the PM's day job occurred in December of 2015, requiring a qualitative risk assessment to plan different options and choose viable course of action. After accomplishing the risk planning process, the PM understood the issues and different available options. Thereby allowing constructive communications with project advisors to seek their professional opinions. As a result of constant monitoring and frequent communications, the project went according to plan, with only minor issues.

5. Project Management Planning – How this Benefitted the Project

5.1 Project Scope

The project began with an idea the PM realized when PM worked in the U.S. Coast Guard as the Chief Advisor of Incident Management – where numerous regulatory stakeholders worked together in a coordinated fashion to ensure all regulations, permits, authorizations and forms were accomplished during a response. During that time, the PM began the MSPM program and thought it would be a great idea to have a federal and state stakeholder register for regulators.

In the beginning, PM defined the scope using a high degree of detail as evident by the products name – a quick reference pamphlet – the word pamphlet being the key. The project was to produce – through the necessary research – a quick reference guide for regulatory stakeholders and their applicable regulations. Halfway through the research phase, during the pamphlet concept design, the pamphlet was to be called a Guide – hence QRG instead of QRP. As the project transitioned from research to execution (PM686B), and additional stakeholders learned about the concept and its creation, key stakeholder provided recommendations for added value. Some ideas were integrated while others not included because they were outside of project scope. Some suggested favorable ideas included the creation of an app for smartphone and tablet as well as added pages to the QRP.

5.2 Change Management

As risk are newly identified or realized throughout the course of any project, changes occur and should be incorporated. As with all things change is inevitable, this allows input, flexibility, and improvement in author's original concept. Using the rolling wave as suggested by (PMBOK 2013), planning, which could be processed through a change management process ensuring the change was within scope and schedule. The scope management was one of the first management plans drafted followed by the change management plan. Accompanying both were a change management log developed as a filterable spreadsheet which could later be analyzed for reasons of change. Following the change management process which includes many interwoven pieces ensures integration management. Integrated management includes the following areas: configuration management to ensure change is actually integrated into the appropriate location; Risk Register to ensure the change is not a realized risk; and if it is the change is entered as a risk; The scope management occurs in Requirements Traceability Matrix; The schedule management plan used for any deviations to schedule (schedule has remained flexible throughout project); and the last and most important change control process is stakeholder and communications management. Project stakeholder expectations had to be managed closely especially with a developing product scope. PM held numerous meetings to negotiate customer expectations as they related to the PM's constrained schedule. During the project, two required changes occurred in November just after the PM Plan was signed and two in January during the onset of phase 3 (PM686B). The first two made changes to the change management process, allowing more authority for minor changes to PM Plan by PM. Minor changes for this project were defined as issues expected to have only a moderate effect on the project whereas moderate and up could impact project performance. This project utilized Rolling Wave Planning as a suggested planning strategy (PMBOK 2013).

5.3 The Logs

The success of this project and its management depended well thought out spreadsheets within a few knowledge areas. Having these spreadsheet logs interwoven into the verbiage of the master project plan allowed the integration of all management areas thereby ensuring higher level of follow through for many processes, which led to increased project quality. Every week PM dedicated 1 to 2-hour period of time, to review and update management logs as necessary. The next few sections briefly describe these logs helped or would have helped if the project involved additional manpower to manage the final outcome.

5.3.1 Timesheets

During each class within the master's program, the student built and managed a schedule. Yet, the missing link is actually tracking the time spent documenting time dedicated to a single task and going back to the master schedule and entering the time a particular task took to complete. For this project, the primary focus was not on allowing a schedule to manage the project, i.e. like with scheduling software: there needs to be an accounting for time spent recording accomplished work verifying

work completion and identifying if ahead, on-time or behind planned schedule. For phase 1 – (PM686A) a list of tasks where created. Namely the PPMs which drove the initial schedule as the project began. The timesheets created for each PPM were developed from a spreadsheet (a start and end time was entered) calculating total time. This spreadsheet automatically calculating and easily verifying whether or not a task was over or under estimated. This resulted in the PM gaining experience with estimating task duration. During Phase 1 and 2, without exception, most tasks took either 40 to 60% longer to complete than originally planned. During Phase 3, when PM realized necessary steps, most task durations were reduced to 30 to50% longer than originally planned. Available daily, the timesheet was used within Microsoft OneNote and during PM time and was updated providing the calculated time of the previous week.

5.3.2 Change Control Log

The change control log (CCL) linked to the configuration log and risk register. When either a risk surfaced or a change was needed, a person filled out a Change Request (CR) identifying the needed change. Once PM evaluated change for any secondary risk, the change was discussed with the primary project advisor and approved. Once approved, the CR was signed and archived and added to the CCL. If the PM Plan required change, PM annotated the change in either the plan or within one of the supporting logs. Ultimately updating the configuration management log to reflect change. One of the academic deliverables was to submit a PPM with all changes to PM Plan. Instead of submitting the entire plan again, all changes were included within the Configuration Log. This not only saves paper, bandwidth and email inbox size but also improves efficiency in the product's delivery.

5.3.3 Lessons Learned Log

This log was designed to provide easy reference to any key or significant lessons learned throughout the project's lifecycle. The log exists in a spreadsheet format with filterable columns for easy manipulation of data. A copy of this log is also readily available within Microsoft OneNote.

5.3.4 Issues Log

By definition, an issue is anything not planned such as a planned risk. An issue has more to do with unexpected life happenings to project team members. Since the PM was essentially the only team member all issues equaled a risk. PM conducted a brief qualitative analysis conducted used to explore options. The issue log proves significant if a project includes several team members; during weekly meeting the log allows team to focus discussion of issues and determine at what level issues need to be resolved (issues could be viewed as threats and opportunities).

5.3.5 Decision Log

This log was created and planned in case issues needed to be decided upon. In this project, no issues or risks requiring decision making process arose; few issues caused changes to scope requiring analysis and decision-making prior to making appropriate changes.

5.3.6 Configuration Log

This proved the most useful log besides the timesheet. This log became the quality assurance and balance check for the change control process. Only four changes were made to the plan due to the thoroughness of the planning process. Each change required a detailed process to ensure identify, prioritize, describe, and assure the use of the change control process. Should a significant process require modification or complete change, the process existed to allow a comprehensive change.

5.4 The Registers

The registers are only slightly different in terms of nomenclature for this project. To further clarify for the reader, a register is an official project list with intricate connection to other pieces of the project. An example is the Requirements Traceability Matrix (RTM) which could actually be a register as it ensures scope connects to the Work Breakdown Structure (WBS) found within the Gantt chart. Whereas, the timesheet is a log that is a place for planned items to be documented and or monitored. Anomalies are easily discoverable when a thorough log is maintained. With a timesheet to populate the schedule percentages complete can be obtained.

5.4.1 Risk Register

As stated throughout this paper, the risk register for this project drove the project plan development. As the plan was written and issues/risk were discovered and mitigation planned, those results were included within the plan.

5.4.2 Requirement Traceability Matrix (Register)

In order to best manage the scope of this project – including the number of anticipated changes that would be discovered during and after the research phase – the PM decided to utilize a customized RTM with fully built-out list of scope connecting to final project closeout with quality assurance and customer acceptance checklist included. This combination of several different elements normally found within different plans, helped to consolidate number of planning documents and allowed for integration with the CCL, and other documents as appropriate. At the conclusion of the research phase, the stakeholder register, as defined by PMBOK to manage stakeholder by assessing their personality, had to be modified to a more generalized assessment of stakeholder groups. However, as will be

described more in-depth during the research component, each stakeholder listed in the initial stakeholder register has power as delegated by congress and enforceable through Department of Justice. Therefore, each listed on the register have power and regulatory interest to ensure the pollution response project is completed to the satisfaction of all regulatory authorities vested in each agency representative. This realization, essentially redefined the Stakeholder register and what the final product would actually provide. The RTM was effective in managing the full extent of the planned and evolved scope.

5.4.3 Stakeholder and Communications Register

The initial Stakeholder Register divided into two groups. The first group was the internal project team which also included those key regulatory stakeholders that would be assisting with project acceptance. The second group was external to the project and would be the target audiences of the project's final product. Initially each and every agency whether or not they would be a potential stakeholder was listed. A normal stakeholder register's intent is for the PM to assess each stakeholder and determined if they will be an advocate for the project or a threat. Either way, each had to be managed with their own particular needs to remain beneficial throughout the project lifecycle. For this project, more detailed assessments were built into the spreadsheet register. Lynda Bourne describes this process, such as creating a Stakeholder Engagement Matrix (Bourne, 2009), which allowed PM to assess the level of desired verse actual support where a 1 – unaware, 2 – resistant, 3 – neutral, 4 – supporting and 5 – leading. In the beginning those internal project key stakeholders were categorized as supporting, which is where the PM needed them. Integrate into this register was a communications register providing methods each stakeholder prefers for communication such as frequency, level of detail, format and other information pertinent to that individual. Due to the initial idea for this project originating during PM's time on active duty, most of the key stakeholder have a relationship with PM; which creates an interactive environment of informal communications where thoughts are freely due to the established relationship.

6. Project Manager Knowledge Areas

6.1 Chosen Knowledge Area and How They Were Managed

As mentioned earlier, specific knowledge areas had to be chosen and methods to measure each throughout the lifecycle of this project. To manage measurements properly, a specific time was established once per week where PM would review all logs and project management plan. The intent of frequent reviews

served a few purposes; first, a quick review provided the frequent reminder of planned tasks that needed completion which could have been forgotten; second, the review provides a set time to transfer notes taken from the each of the Microsoft OneNote logs into the original files for official project management integration and documentation purposes. Had this been accomplished all in the final weeks of the project, many details based on emotion or small details would have been omitted and therefore would not be available for the most part with the exception of including through lessons learned database for future reference.

6.2 Integration Management

As with all projects this project began with an approved project charter, signed by the advisory committee and the project sponsor, with the State of Alaska. At the project conclusion, the PM provided a printed copy of the final deliverable to the sponsor. Seeing the informational value of the guide, sponsor asked when this QRP would be available in a smartphone or tablet application. This validated project success and provided a direct lead in was a sign to a follow-on project. Project integration management is the process of ensuring all approved management and supporting documents used throughout the lifecycle are interwoven and connected thereby ensuring the customer and or project sponsor is going to receive exactly what they asked for during project initiation with the charter document (PMBOK, 2013). As depicted by (Crowe 2013), integration management is the only knowledge area having an actionable task in each project phase beginning with Initiation and concluding with project Closeout. The strategic focus of this project has not only been to develop a product, but also to gain additional skillset with specific regards to ensuring consistency with all documents throughout completion of this academic program. PM leveraged knowledge of how to develop Microsoft Excel spreadsheets for ease of manipulating populated data to determine where issues might reside. Spreadsheets or Logs as they were referred to within this project include a configuration management log, issues management log, change control log and a lessons-learned log. Each log served a different purpose and when one log was updated, this action would require the updated of another. By doing the aforementioned logs, PM created checks and balances which ensured integration from any actions required by the PM as per the requirements of the approved PM Plan. In order to measure integration management per the PM Plan, the PM recorded the number of changes made to the approved PM Plan and all supporting logs. If a change was made it was recorded in the configuration management log. These changes did not reflect scope, schedule or quality but rather how well the project was planned and set up to anticipate changes or recording lessons learned and the ability to filter data once compiled into the logs. Two items were changed just after the plan was approved. If this were a project where a team of members was working collaboratively, there would surely have been additional changes to the plan and supporting logs.

6.3 Schedule Management

Schedule management was a constant task during the entire project. For every hour spent on planning, research or developing, the product first required revising an ever-evolving schedule. During the planning and development of a risk management plan – including risk identification – the scheduling was the greatest risk to the project's success. A different method of scheduling called Kanban (Kanban, 2015), a task management method piloted due to a need for a different approach to managing a flexible schedule. Kanban was first developed for lean manufacturing (Kerzner, 2013), but has also been useful to manage different categories of tasks as a tool to manage tasks. In its simplest form, tasks are placed into one of three buckets – planned, doing and completed. During PM686A, the PM would develop a Work Breakdown Structure (WBS) (Practice, 2006) of tasks needing to be accomplished, and in between PPM deliverables, would place the tasks into one of the three buckets in order to track progress and ensure achievement of deliverables. The plan was to employ a Kanban WBS during phase 1 and 2, and for phase 3 an actual WBS schedule would be used to track progress. The PM applied QuickPlan Pro but this application had a limitation, which would allow only a single task by one 24-hour period.

Normal scheduling measurements were to align with PM's professional non-project working environment, where the plan was to develop measurement-reporting tools, which could be mastered during this project and be promoted into other non-project working setting as new best practices. The repercussions would inadvertently encourage additional awareness and value by using project management methodologies. The scheduling measurements chosen were to be reported as percent of total WBS complete from all project phases. As an example, for Academic Status Report #2 submitted on 12 February 2016 the project was at 72% completion. Another measurement for scheduling was to improve ability to estimate the duration of each task as compared to the original estimate. During PM686A, an initial estimate was created for each high-level task. As the project progressed and time tracked for a given task took longer than originally estimated. The extra time completing tasks was due to several factors: first this was the first time the PM developed this concept; second, this project created immense learning opportunities allowing the PM to explore creativity by increasing personal knowledge of Microsoft programs. PM explored innovative methods to create spreadsheets with more extensively filtered data during the execution of the project. Each completed document must look as professional and be delivered as timely possible. When a document is created the first question asked is… "Does this document fit with the others?" All Word documents, spreadsheets and PowerPoint presentations or any other genre of document has to carry a standardized theme. This continuous process of integrating and seeking perfection was the primary reason originally tasks took double to triple the length of time to accomplish than previously estimated.

Another aspect of schedule management employed was a concept called Fast Tracking as originally conceived by Project Management Body of Knowledge (PMBOK, 2013). Normally this method involved the performance of more than one task simultaneously, which normally costs extra money. For this project, multiple tasks were performed within the same day. To illustrate this, at the beginning of a week, the PM would plan on drafting a schedule management plan and as plan was drafted, the WBS, Gantt

chart, Risk Register as well as the Requirements Tractability Matrix would all be worked on within the same planned timeframe. This allowed for integration between each relevant document and quality of planning. At the end of the daily work period, the PM would finalize a timesheet, documenting which named task was completed. When a 4-hour period was complete, portions of 5, or more WBS tasks were performed. By fast tracking tasks, the exact time spent performing individual tasks became difficult to monitor and difficult to report on cumulative time spent on a given task. Example, a task has two descriptors; 1) task number '5.3.4', and 2) 'Remove Drywall from Master Bedroom,' which has an estimated duration of 6 hours. If the WBS task number could be connected to the timesheet aligning with particular work package, then tracking the time spent working would provide a better cumulative time tracker, thereby better quantifying both scheduled time and cost. For the QRP project, having a fully constructed WBS presented a few issues. First, having an exact WBS did not allow PM full use of WBS capabilities stifling creativity second, since the research had not been completed to provide the remaining planning needed to complete the project concept, a fully developed PM completed WBS at the beginning of Phase 3 – project execution. PM chose schedule management as a key management learning area. Looking back and reflecting on lessons learned, if project included additional team members, one would have been assigned to continually track time and filter for different tasks to improve effectiveness of time monitoring. Without a person available, another option could have been to have time sheet database that connects to the master WBS with the function of adding time in cumulatively. In the absence of team members, the tracking of actual time worked for this project made the use of Project software a moot point.

6.4 Risk Management

Risk management planning revealed the greatest risk resided with the schedule. The initial risks included in the project charter, totaled less than 5 risks. As the project progressed, PM identified or realized new risks. For the most part, minimal scheduling risk occurred in part due to PM's constant monitoring of potential issues or possible risks impact the schedule. During the project closing, there were a total of 36 identified risks and of those identified risks, 8 were realized. None of the top 5 risks occurred.

6.5 Stakeholder and Communication Management

This project additionally managed stakeholders expectation therefore classified as stakeholder management project. In the beginning, the intent addressed agency personalities or more appropriately the classification of an agency's personality or cultural disposition. Later, during the research phase the PM determined those stakeholders were actually agencies placed in stakeholder categorical groups as described in the research results section. The scope had changed from assessing personalities according to Lynda Bourne's Stakeholder Circle (Bourne, 2009); where a PM assesses personalities in order to determine where they reside within a Power and Interest grid. In the assessment of stakeholders Bourne suggests the use of the following concepts including: urgency, proximity, priority. These concepts are

detailed in the research conclusion. Once the PM completed the research, the Bourne concept did not apply to the original project's scope. Determining the agencies and their regulatory role during a pollution response during the research planning, PM placed these individual entities/stakeholders in categorical groups for survey purposes to test the original hypothesis. The external stakeholders are listed in Annex B of the Unified Plan; further research led to additional stakeholders not originally included and are listed in Annex A, such as the Army Corps of Engineers. In project management terms, stakeholder management combined with communications management as those two components were built within the same Stakeholder and Communications Register spreadsheet.

Communications can be broken into three key portions: First, communicating with sponsor proved the most difficult task; In order to reach the academic sponsor, PM used occasional emails and text messages but found the 'old fashioned' phone call achieved best results. This was anticipated this because: the sponsor is a well-respected manager in his agency and with the other agencies.

Second, communications with the advisory committee was equally important for academic reasons. During the project, the PM, tried to anticipate and manage expectations from Primary Advisor especially when change to scope occurred. The advisory committee was an anticipated risk, based on potential unavailability or difficulty in direct communication However, PM discovered the contrary, communication was readily available, although at times delayed, and the project was not negatively impacted by managing communication.

Third, communications with the external stakeholder entities: i.e., sending the survey which needed to have clear instructions for example. As noted in the research below, one of the research risks included low participation rate. Approximately 50% from each group participated which further helped to publicize the QRP concept. The resulting feedback with those who volunteered by answering and returning the survey, helped to further refine and validate the need for a product such as the QRP.

6.6 Quality Management

From the PM's perspective, quality dealt with primarily two components. The first was project management tools to include Knowledge Area plans and supporting spreadsheets such as registers and logs normally used to manage a project; and second the PM Plan itself. They products needed quality control in several aspects not only in the professional presentation of the product, but also its feasibility and usefulness to the project management process while actually working through the proposed project. The logs and registers needed to provide quick filtering to gain perspective on potential issues. For example, the configuration log was used to follow the path of any change made to any document within the plan through the entirety of its change lifecycle. The second quality component quality of the product and information contained within. Conceptually, this QRP focused on the development of a foundational framework for listing stakeholders within other regions. The intent of this project was not to be primarily judged on looks and appeal, but to actually create a useful product; although the appeal of the product itself is considered with all project management tools and outcomes. When developing QRP spreadsheets

used to transition to the final product, many extra hours spent with the different designs, and layout considering the importance of maximum appeal. Using creativity was a byproduct of this process. However, with limited time, a final decision had to be made, and a final design set in place. When conducting meetings with State of Alaska representatives, or emailing the end product the feedback regarding quality focused on the information contained within the product its accuracy and usefulness versus changing of color or other aesthetically appealing factors.

6.7 Human Resource Management

Based on the project's scope not using a project team, this plan was not developed. PM realizes if project scope includes team members, funding and benefits then creation of a human resources plan is a must. For this small project, all resources and time were strictly the PMs.

6.8 Procurement and Cost Management

This project was not provided a budget, therefore, there was nothing to procure or manage except the PM's time and scheduling. This knowledge area was also excluded. The PM included the printing of one QRP for delivery to project sponsor in the scope. Since this was tied to only one task, there was little need to draft an entire management plan for this. All resources, such as computers, iPads, and other programs were common to the PM's household. PM learned Microsoft programs during tenure in the Coast Guard; and either already owned programs used to complete this project, or software was available via University of Alaska Project Management Program.

7. Execution – Conducting the Research

This project identified stakeholders and produced a consolidated pamphlet containing emergency response stakeholders and their regulatory stake in a response to a pollution event within Alaska. The project focused on Annex B of the Alaskan Unified Plan; a joint, governmental, emergency-response plan. Interviews and surveys asked stakeholders identified in Annex B found within the Alaskan Unified Plan about their knowledge of this plan, and how they currently participate in emergency responses, including the regulatory stake they have during these response efforts.

7.1 Internal Review Board

The Internal Review Board (IRB) was not used for this project. However, with an initial understanding of how this process is normally a highly time-consuming task, therefore PM began working on completion of all required training and initial research concepts well before project commenced. The following sections provide information regarding the research concept, its planning and execution; IRB process helped organize preliminary project research ideas.

7.2 Purpose of Research

This project was not a research project, but rather a project to create a tangible and informative product. However, in order to create this product, the PM recognized both the need and benefits of conducting a research portion for this project. The research was categorized into two components, which supported each other:

1. Primary purpose included literary research in order to:
    a. Determine what relevant materials needed to be included into the QRP,
    b. Validate the Alaskan Unified Plan as containing the appropriate references.
2. Secondary purpose included to conducting survey and interviews:
    a. To validate the need for a QRP;
    b. To ascertain if the intended user actually references the State of Alaska Master Unified Plan;
    c. PM benefits from the opportunity to conduct a research project;
    d. Refine research skills from design to project completion.

7.3 Creating Research

Creating the research was not a simple task. In the initial work submitted, a gap analysis showed a need for a product within both the private and public sector, which in turn helped to narrow research question, once a viable hypothesis was created, which was consistent with the final intent of the product outcome, the survey questions were developed.

7.4 Drafting the Hypothesis

The second step in the research included developing the hypothesis. Based on the PM's experience in both the public and private sector, the PM and the project sponsor wanted to know if the Alaska Unified Plan was currently being used as intended. In order to ask this question and validate the use of the plan as intended, stakeholders were placed into four groups, which coincidentally were already aligned with the National Contingency Plan (NCP) (NCP, 2013) and other supporting federal documents used to structure to participating entities. Those four groups:

1. Categorical group 1 – Federal and State Unified Command Representatives.
2. Categorical group 2 – Federal and State Natural Resources Trustee Agencies
3. Categorical group 3- Responsible Party (high potential industrial polluters)
4. Categorical group 4 – Response Contractors

The first three groups were referenced within the NCP, whereas group 4 was a loose reference to parties that are required to be included within regulatory response plans by either federal or state regulations.

The hypothesis statement for this project:

> Of the 4 identified stakeholder categories, groups 1 and 4 have the most comprehensive knowledge of applicable environmental regulations and who has specific responsibility with administering the regulations during a response.

What this means is, groups 1 and 4 will have the most comprehensive knowledge of all environmental regulations during a response to pollution. Whereas groups 2 and 3 will not have as much well-rounded knowledge and they will rely on other stakeholders; or the Alaskan Unified Plan to assist them in better understanding who all the regulators are and what their regulations are applicable during a pollution response. The secondary research purpose identified any potential reason why the Alaskan Unified Plan was not referenced. The PM took the following approach in answering the hypothesis: conducted a survey and held interviews to determine the baseline knowledge/awareness of each group's use of the plan. The PM then based on the data created a solution that improves understanding of the varying response roles and provides a quick reference product for use.

7.5 Research Methods and Approach

The primary method used to gather information to develop the QRP consisted of literary research of federal and state of Alaska references and plans available online. By conducting this literary search, the PM achieved 2 primary things:

- Identification of regulatory stakeholders
- Identification regulations applicable to each identified stakeholder

The research started within Annex B – 'Unified Response Organization.' If the reference to a stakeholder was not found, the remainder of the Alaska Unified Plan was first searched then other online references were sought out. This method worked well using key words to search relevant materials within either a downloaded Adobe Acrobat PDF document or using the 'find' feature from an internet browser. Following this extensive search, the PM recorded applicable reference using OneNote software under the title "research" notebook.

The second method used the survey and interviews. The intent of the survey research:

- Provide a qualitative source for analysis where the resulting information could be depicted graphically and be used to:
  - Assess questions common to each group
  - Identify gaps in awareness of the Unified Plan within each group
  - Identify gaps as identified by hypothesis

Once the survey was finalized, the PM selected the method of delivery, which was Surveymonkey.com based on ease of use for the recipients, and free of charge for both the survey participant and the researcher. Once tested and adjustments made, the PM met with the sponsor to determine which stakeholder best represented their group. Once key stakeholders selected, additional stakeholders added

(PM had previous or existing relationship with individual stakeholder). The purpose of adding a few extra for each group was to add a degree of diversity to what could have been a subjective selection from the sponsor. In the PM's opinion, the interviews were not as important to the project as the surveys. The intent of interview to provide a qualitative source for analysis which uses the results to further refine the QRP product.

7.6 Expected Results

The PM expected to finalize all results within the Alaskan Unified Plan and for those items not found, other government plans would be found and researched. What was actually discovered during the literary research was the Unified Plan was in fact not as user friendly as originally anticipated and other government plans proved simpler to find answers. The expected results from the survey proved to validate the hypotheses.

7.6.1 Literary Research

The purpose of the literary research was to list all agencies within the plan, documenting their regulatory stake during a pollution response. Not all agencies have direct authority for key decisions such as to determine when the impacted area is clean of oil, but could be a secondary or tertiary stakeholder from another agency, which does have jurisdictional authority, such as providing consultation for protections of birds during cleanup operations. For most agencies there is a federal and state component. The Department of Justice (DOJ) serves as a good example of this federal and state enforceable relationship, which legally supports all federally enforceable laws. The Alaska Department of Law (AKDL), would support the state Laws. For this particular example, the DOJ is a secondary stakeholder for the Coast Guard and the Environmental Protection Agency for enforcing infractions against federal environmental laws. The (AKDL) serves in the same capacity but on the state level and is categorized in Group 2 as a natural resource trustee.

As a result of this research beginning with the Alaska Unified Plan, a brief description of how difficult relevant information was to find found has been included for the reader to experience the tribulation referencing this particular plan. The basis for this next section was the finding of a similar plan for another regional area, which proved to be very easy to located specific information pertaining to the scope of this project. Typically, when searching a 'reference plan' for pertinent information on a specific topic, a user looks at the plans' table of contents to better orient the reader. During the initial literary research phase, a Table of Contents for a logical order of top-level titles was not available in the Alaskan Unified Plan, making it difficult to correctly identify information by logical or functional topics. Annex B (or Chapter 2) or "Unified Response Organization" of the Alaskan Unified Plan stood out as this section's name proved both relevant and pertinent to answering the project's questions; which agency had stake and what their regulatory responsibility

includes during a response. However, other Annexes within the plan proved to be as valuable, except the heading provided no logical clue they were related to the same research topic.

7.6.2 Federal Plans

The Internet made the federal plans and other online references readily available. Based on the myriad of information available on the web, the valid/reliable sites PM considered only '.gov' or other federal and state websites regarding information pertaining to laws, statutes and other authorities. The only exception made included the website from Cornell University Law School ('CFR – table of contents', 2015) and ('U.S. Code: Table of contents', 2015) containing either the Code of Federal Regulations (CFR) or United States Code (USC) which were found on online law references. The PM used this website on Active Duty with the Coast Guard.

Once a list of government stakeholders and regulations was developed, the process of verifying and documenting included the population of information to the newly designed stakeholder register. The information documented within this register transferred to the final spreadsheet used to develop the QRP. The federal searching began with the NCP's reference to stakeholder listed under 40 CFR 300.120 which identifies the On-Scene Coordinators; either the U.S. Coast Guard for Coastal impacts and the Environmental Protection Agency for inland impacts. Under 40 CFR 400.600(a) exists a lists of natural resource trusts – Secretary of Commerce, Secretary of the Interior, Secretary of Land Managing Agencies and Heads of authorized agencies (NCP, 2013). Once PM found these top agencies he used the Unified Plan for cross-referencing "authorities," which led to Annex A, Appendix 3 – "Authorities." Each listed agency and their delegated jurisdictional authority was documented within the stakeholder register.

While performing this search using the key words stakeholder or regulation, the PM discovered an EPA site from Region 10. It referred another State Plan; which equal in scope to the Alaskan Unified Plan and encompasses Northwestern United States to include the states of Washington, Oregon, Idaho. The plan, "Region 10 Response Team and Northwest Area Contingency Plan" (NWACP, 2015), proved useable and simple when referencing applicable information for this project. Upon initial review, of this plan it appeared as if the PM's original idea for this project was not original. However, as it turned out, the QRP concept was still an original idea and could not be found anywhere on the Internet upon searching. Even though this NWACP had most of the applicable information layout out and better references than the Alaskan Unified Plan, the information did not apply to the scope of the original project's research plan and therefore could be referenced. Pinpointing the primary regulatory agency was not difficult. Rather, finding the secondary and tertiary level stakeholder within the regulations proved challenging. Using the Coast Guard as an example, the organization is broken into manageable regions from Headquarters as the highest level and located in Washington D.C. to the lowest, field level unit such as Sector Anchorage – which

holds the delegated Federal On-Scene Coordinator (FOSC) responsibility of coordinating with State and local counterparts within the Alaskan region. The FOSC also must ensure consultation with other natural resource agencies regarding regulatory jurisdiction during a response effort under 40 CFR 300.120. No pollution incident is exactly the same; an incident in different areas impacts different lands, cultural properties, and wildlife species. The NCP recognizes the Coast Guard and EPA are not experts in every natural resource area. Therefore, the FOSC coordinates with those agencies who do possess the appropriate knowledge and who have been delegated the necessary jurisdictional responsibility to properly enforce those regulations in order to preserve the natural resources of the United States. The PM has experience within the Coast Guard and worked with the EPA for many years. The difficult piece, was for example finding the appropriate level of contact within other agencies to consult. Sector Anchorage was not difficult to find. Finding the correct person within the Department of Commerce National Oceanographic and Atmospheric Administration (NOAA), and the Office of Response and Restoration (OR&R), for example proved challenging. The position is called the Scientific Support Coordinator (SSC) and is not an easily cross-referenced position. Most other 'Office' positions were difficult to match and involved contacting the actual agency representative for their professional input. Remember the PM either had or still has a relationship with most agency stakeholders allowing ease of access to this specialized information performs. The scope of this project is not to list the actual person but to list of name of the office or position. This information has been placed within the QRP and key information can easily be referenced using an online search. The key for the QRP is to provide the name of the position and what the local office is called.

7.6.3 State Plans

Researching Alaskan agencies and cross-referencing with Alaska Statute (AS) was not as discoverable as the federal references; researching stakeholders and regulations for pollution response, on the state level, proved problematic and very difficult. Numerous times, PM contacted colleagues to gain better understanding of state regulations as applicable during responses. The search first began within the Alaskan Unified Plan as mentioned within the Federal Plans. Annex B provided a very high level overview of all Alaska departments such as Department of Environmental Conservation (DEC), but did not provide sub-departments found under DEC control. Upon further research PM discovered, Annex A, Appendix VI to provide reference to each federal and state agency including a brief summary of their scope of services during a response; but was not logically listed within the table of contents. This was especially helpful with providing an initial point for the online search. Using the stakeholder register to list state agencies and their regulatory authorities, PM found each department online and corresponding necessary references. The difficult piece was deciphering the Alaska Statute (AS) as this code is formatted differently than CFR or USC, therefore can be understood easier. As a result of this complexity, informal meetings with state agencies

helped. A colleague of the PM, explained the code, loaned the well-marked up book and a new book. This book was gratefully accepted and duplicated allowing greater understanding of the AS.

To gain the best understanding of each federal and state agency, the PM created an organizational chart to simulate a Unified Command organization with all Federal and State agencies. By outlining the agencies, this provided a list of all primary agencies and those agencies that could directly or indirectly support the On-Scene Coordinator for not only the USCG/EPA and but also the State. This provided an interesting view of how the governmental infrastructure is currently established. An interesting observation: for every area in the private sector, there is a similar governmental regulatory oversight. This project is focused solely on pollution response therefore more than half of the governmental stakeholders listed would not be involved for 99% of the incidents. Localized responses do not require support past the primary On-scene coordinators and the natural resource trustee agencies – depending upon what resources are impacted.

7.7 Surveys

The surveys were not essential to create the product. However, they were essential to gathering quantitative data and this data was used to graphically depict results on a radar chart ('Radar (spider) chart', 2015). Overall the survey proved more useful than originally thought. The primary reason new stakeholders met during follow-on interviews. Survey helped in the development of a gap analysis. Below are the participating percentages of those invited versus those who actually participated. The survey participants were found by conducting a word search via online reference. The list was verified with project sponsor with a few extra names based on PM's relationships with other stakeholders within each selected group.

Group 1- 47% participated. Of the 15 invited, 7 participated.

Group 2 – 56% participated. Of the 9 invited, 5 participated.

Group 3 – 100% participated. Of the 2 invited, 2 participated.

Group 4 – 33% participated. Of the 9 invited, 3 participated.

Overall, participation was estimated to be around 50 percent. The reasoning behind the estimated 50 percent was the survey provided a minimal time commitment. Moreover, of those invited a few had a previous or current rapport with the PM and would be curious about what a retired Coast Guardsman was conjuring up. The target audience was group 1 and 2. Group 3 was also important, but do to PM's experience within the emergency response field, the results were expected. Group 4 as not necessary, but provided a good balance as to the other groups.

7.8 Interviews

The interviews were not necessary to develop the project's deliverable, rather the interviews were made available to all in hopes that a few would be extra curious about the survey questions and what the QRP would produce based on questions. Although questions due directly relate to the product's purpose, the

QRP's primary purpose is to help enable awareness of scope between groups of stakeholders. Of the survey and interview invites below are the percentages who participated.

Group 1- 13% participated. Of the 15 invited, 2 participated.

Group 2 –33% participated. Of the 9 invited, 3 participated.

Group 3 – 0% participated. Of the 2 invited, 0 participated.

Group 4 – 0% participated. Of the 9 invited, 0 participated.

Overall, participation was estimated to be under 50 percent as volunteering for an interview add risk of exposure of one opinion, confidentiality statement was explained in the email invite, the participants were involved as either government representatives or professional. From informal conversation, Group 3 were quite upfront in declaring they simply did not know, but if provided with something such as a quick reference, would be very open having a tool to help them better understand relationships.

As a result of the sample population percentages, it was expected that group 2 would be more willing to participate, which is indicated by that particular groups' percentage being higher than others. Normally, natural resource trustees or environmentally conscientious people are more than willing to be a part of a solution when it comes to protection of the environment, hence the reason for their involvement in their particular professional career.

7.9 Stakeholder Analysis

During the project planning, the concept of analyzing the stakeholders as per Lynda Bourne's Stakeholder Analysis (Bourne, 2009) was within scope of this project. However, once the project plan was approved and the research began. This concept of assessing each stakeholder's personality for stakeholder management risk, as described by Bourne, was not possible nor within scope of this project as the project's purpose was to document each agency and what regulation they were enforcing; a personalities cannot be tied to a group. Therefore, the change management process was used to update the PM Plan and all supporting documents. Lynda Bourne's stakeholder analysis methods could probably use to assess the cultural disposition of an agency in comparison to other agencies, but this assessment is beyond the scope of this project.

8. Executing – Research Conclusion and Final Recommendation

8.1 Proving the Hypothesis

The survey was the key mechanism to draw initial quantitative conclusions to either prove or disprove the hypothesis based on the survey questions below. The questions were not complicated or intended to create false hopes that identified gaps would be resolved. Some were baseline questions, where others were targeted to a specific group. The explanation of each below each question. Question responses can be found in Appendix B of this paper.

1. Are you new to Alaska?

a. This baseline question applies to all. If a person was new to Alaska, the survey would be rendered useless as it would be assumed they did not possess the necessary knowledge.

b. Results: All who participated have been in Alaska long enough to understand the questions and the applicability.

c. Recommendations: None.

2. Do you know about the Alaskan Unified Plan?

   a. The intent was just to identify if any stakeholder did not know about the plan within their response role – whether agency, Responsible Party, or support contractor.

   b. Results: Groups 1 and 4 have more knowledge than 2 and 3.

   c. Recommendation: Current gap exists within the trustee agencies; their knowledge of the Unified Plan and how they integrate within a Unified Command is vital to managing a coordinated response. The recommendations is to ensure each group is aware of all stakeholders delegated (regulatory) responsibilities as provided within the completed Quick Reference Guide (QRG) to Alaskan Unified Command. – The final Quick Reference Pamphlet was finalized as a Guide, hence QRG. This can be accomplished by two methods: First, is to update the Alaskan Unified Plan to be easier for the user to reference and the second is to provide training between the researched groups 1 and 2 for ensuring the understanding of who the stakeholder are and what their specific delegated scope of responsibility during response effort will be.

3. Are you familiar with Annex B?

   a. If they are familiar with the Unified Plan, they are they familiar with Annex B, as this is the most logical Annex (or Chapter) to be referenced without a more logical table of contents.

   b. Results: Groups 1 and 4 have more knowledge than 2 and 3.

   c. Recommendation: Based on PMs experience within the Coast Guard and working as a Federal On-Scene Coordinator's Representative (FOSCR) with the Natural Resource Trustee agencies, recommend creating a training specific regulatory objectives – providing the who and what during a response. The audience would be groups 1 and 2.

4. Are you new to a response role?

   a. This is a baseline question to understand experience.

   b. Results: All answered they were not new to a response role.

   c. Recommendations: None.

5. What level of ICS training do you currently have?

   a. This is another backup baseline question to understand experience. If they have a response role, training served to validate experience.

   b. Results: Groups 1, 3 and 4 have the highest level of ICS training in that order. Group 2 lacks training.

   c. Recommendations: ICS training is a collateral duty (secondary responsibility) for group 2. For group 1, 3 and 4 ICS it is a primary responsibility. Recommend group 2 be invited to other

agencies ICS training. This will fill two gaps. First will increase training opportunities for group 2, second will allow more interaction between the 4 groups.

6. How much response experience do you have?

a. This is a baseline question to back up number 5. Even if a person has never had ICS training, but has substantial experience, by answering this question confidently, how much ICS training is not relevant?

b. Results: All groups have participated in responses using the ICS structure

c. Recommendations: None

7. If you had a quick reference pamphlet to help you better understand what regulators have stake within a response to pollution within an ICS structure, how would you rate* your answer?

a. This question helps to justify the QRP desire. They have not seen the product and can only conceptualize what this might look like.

b. Results: Group 3 favored QRP most, followed by Group 2, 1, and 4, there are reasons for this:

i. Group 3 is fiscally responsible during pollution response and desires to understand whom they are working with.

ii. Group 2 is primarily scientifically focused and need to better understand ICS, this tool will assist them.

iii. Group 1 need to better understand the Natural Resource Trustees, and this tool will assist.

iv. Group 4 made up of response contractors whose intellectual knowledge is marketable as they are not as interested.

c. Recommendation: Overall – each group favored a QRG concept with different degrees of interest.

*NOTE: No person or group had actually seen the finalized QRG product before taking the survey.

8. Do you know what reference cites the process for giving Natural Resource Trustee's access to the Unified Command (federal and state On-Scene Coordinators)

a. This is a targeted question for Group 1 – Federal and State Unified Command Representatives and Group 2 – Natural Resource Trustees. This question used to assess awareness gap existing with regulatory stakeholders.

b. Results: Group 3 and Group 4 did not have an understanding of these roles per the Unified plan. Which was an expected result.

c. Recommendation: Establish a training specific to regulatory objectives.

9. How would you rate your agency's power to affect a response objective?

a. This is another targeted question for Group 1 – Federal and State Unified Command Representatives and Group 2 – Natural Resource Trustees. With the intent to determine if a gap exists within the coordinator role during a response.

b. Results/Recommendations:

i. Group 1 – needs to understand their role in regulatory coordination's the answers in this group

not consistent among those who participated. This can be accomplished with training and more interaction between Group 1 and 2.

ii. Group 2 – this group stated they receive insufficient attention from Group 1; this may lead to a misunderstanding of their regulatory objectives during a response.

iii. Group 3 and 4 answers demonstrated a lack of understanding of a Unified Command and its relationship between Group 1 and 2.

8.2 Stakeholder Circle

During the initial concept and planning, the idea was to assess each stakeholder according to their ability to either positively or negatively impact a response outcome according to Lynda Bourne's Stakeholder Relationship Management (Bourne, 2009). The assessment includes the determination of each stakeholder's relationship with or within the Unified Command in terms of better understanding each stakeholder's urgency, proximity, priority, current and desired level of support, direction of influence and any key influences. These assessment criteria are needed in order to populate data into a program operated by Lynda Bourne called 'Stakeholder Circle®.' This software program, when all information is populated provides a graphic display between all stakeholders. The program did not work for this project for three primary reasons: First, the program requires at least 15 stakeholders to produce a graphical assessment; Second, the stakeholders were classified into 4 groups each group had numerous stakeholders, each with a different personality; Third, the project's goal is ultimately to document a quick reference providing a list of which regulations apply to specific responses and a corresponding list by those same stakeholders. Assessing individual personalities would not benefit the final product. However, each agency, depending upon their regulatory role could have different cultural dispositions, which could impact decision-making during a response. For this project these factors are entirely inappropriate and not relevant as each entity has specific, delegated, responsibilities to provide timely consultation and regulation enforcement.
For the benefit of the reader, each personality assessment suggested by Lynda Bourne will be briefly explained. This assessment initially seemed plausible based on the four categorical groups and their organization. Group 1 in connection with group 3 makes up the Unified Command. The Federal, State and Local (excluded from the scope) On-Scene Coordinators in coordination with the Incident Commander from group three make up the Unified Command. Groups 2, 3 and 4 work for the Unified Command. However, group 2 are regulating entities and are therefore both responsible to ensure group one promulgates applicable laws by ensuring group two is consulted to include regulatory objectives such as ensuring Endangered Species Act and other environmental laws are consulted upon during tactical planning.

The first term to discuss: Current and Desired Level of Support. There is a numbering system of one being the least and five being the greatest; five being the highest and representing those leading the charge. Group one and two are required by laws and statute to ensure regulatory response objectives are planned

and executed; therefore leading the charge for the most part. The survey questions were designed to uncover any potential gaps related to this relationship between groups one and two. As it turns out the desire for mutual support exists between the two, but the knowledge between how the two groups collaborate is not fully matured as it should be. Group three also provides leadership and guidance during a response; if a company wants to continue doing business within Alaska: they prudently response cooperatively when spills occur. Otherwise, group one leads based on their authority to take over the response and charge the polluting company for all cost incurred.

The second term of 'Direction of Influence' refers to relationships in terms of power to influence. As an example, a project manager works for the project sponsor and would classify the sponsor as 'Upwards' 'Direction of Influence.' The PM will have a team working to support the project and they would be classified as 'Downward' 'Direction Influence.' Two other aspects to maintaining external relationships include those with suppliers, other vendors who support the project with materials, consultation, or government regulatory consultation. This 'Direction of Influence' is called 'Outward.' The final 'Direct of Influence' related to a PM would be 'Sideward' and include peers. From a regulatory perspective, the PM did not see 'Direction of Influence' as relevant to the QRP. From the perspective of group 3 and 4, this stakeholder assessment would be a powerful stakeholder tool.

The third term of 'Key Influencers' provides a note for documenting any 'Direction of Influence' primary or secondary stakeholder who have power to influence those from any of the 4 directions as stated above. Again this would be a powerful tool for groups 3 and 4.

The last three descriptors were also deemed not relevant from a governmental perspective. Each stakeholder has urgency, power and proximity to a project, though either direct or indirect relationships to any stakeholders who fit into any of one of the four 'Direction of Influences.' Even though this is not explicitly applicable to this project, the concept is still relevant; especially in the early onset of an incident. When an agency is notified of an incident, the urgency for group 1 equates to very high/immediate response; whereas for group 2 and 4, the response rates between low to intermediate However, once the Incident Management Team (IMT) activates, the urgency is shared between all four groups. The term power will always be highest with the agencies in groups 1 and 2, whom have delegated authority to enforce all applicable regulations. However, once the IMT activates, the Incident Commander from group 3 should prudently lead the response effort within the Unified Command structure. His or her leadership creates a mutual respect from the agencies thus gaining confidence in group 3 and delegate power to group 3 to ensure response completes in the shortest amount of time. The last term of proximity relates to how close a person is to the person with the power. By having the Incident Commander (group 3) integrate into the Unified Command with Federal, State and Local On-Scene Coordinators, this enables group 3 to have a primary proximal position with equal or a 'unified' level of authority.

For each of these terms described above, they do not apply equally from Lynda Bourne's concept to the scope of this project. Henceforth, those terms are interesting, but not as applicable as originally thought in terms of adding value to the QRP.

9. Execution – Putting it all Together – Developing the QRP Product

9.1 Following the Schedule

When the second semester began, the project management professor mentioned the student had two weeks to complete their respective projects. This startling revelation became a possible realized risk. Throughout the project, each planned task took double the initial estimated time to complete. When tasks were interdependent, PM realized the key success factor included not procrastinating on any single task. For example, if doing the research needed to occur before the stakeholder register could completed, then it became extremely important to complete phase 2 of the project between semesters so when PM686B began, all necessary research – including surveys – were completed.

9.2 How Items were Decided to be Placed in the QRP

Documented in the charter were initial parameters of the pamphlet, which included 2 to 6 pages and a stakeholder register. Color, sizing, even what to include was not determined until after the research was completed. The rest was adjusted as the product developed. The first task included understanding the relevant information to be included to make the guide. The survey and the research plan solidified what the true scope of materials included; once the delivery of the surveys occurred the targeted audience had expectations regarding the information to be included in the deliverable. The first page detailed a complete organization of Federal and State agencies. The second page, a regulatory register, became two separate pages due to amount of pertinent information; one for federal and the other for state of Alaska. And, the last page showed the original stakeholder register – which fit on one page. Once these items were decided, the next step was to fill in the data with researched materials and references. In terms of estimating task duration, creating these registers and how they would actually fit into the tri-fold pamphlet took the most time. These tasks were loosely estimated to allow for greater creativity. As an example, to create a four-page pamphlet, required four separate files to be overlaid onto an 11 x 17 sheet double-sided – two 8 ½ x 11 sheets per 11 x 17. The organizational chart was originally created with Microsoft Visio, whereas the spreadsheet containing the regulator and stakeholder list was created in Microsoft Excel. Each file had to be copied as an image and pasted into a Microsoft Publisher file. The process was laborious to the point of repetitive trial and error for hours attempting to capture the correct look and feel. Once the PM perfected the process, the PM documented the process for future reference.

Another interesting and relevant topic included in the QRP was that of agency scope of services provided by each agency. Agency scope is, for the most part, providing consultation to their respective regulations. PM felt this might be a great opportunity to include their scope within the same document. Due to limited space, a column was created and by each agency was a reference to where their scope could be found

within the Alaskan Unified Plan. By including this, the QRP would provide a pseudo-table of contents for applicable response – regulations, agency and their scope.

9.3 Testing the QRP for Customer Acceptance

After contemplating the most efficient method of testing the product, the PM decided to include the contents of the QRP into a 4-slide Microsoft PowerPoint Presentation instead of the actual product itself, as the actual product cost money to print and could be tested electronically. The primary reason: formatting; agencies interested in the information accuracy versus product design. Providing the material in this manner assists the reviewers and helps save PM formatting time. Of the three agencies, who received the test product, only one responded with a minor correction.

9.4 Sponsor and Customer's Acceptance

The final sponsor acceptance was the delivery of the printed product to the project sponsor whom was one of the three who received the test product to review and provide comments on during the test phase. According to the PM Plan for product acceptance, the sponsors needed to acknowledge the product as both usable and understandable, and the Requirements Traceability Matrix filled in with the date of acceptance.

10. Project Closeout

10.1 Final Project Report

Due to this project's primary focus on the creation and development of a new product, the final project report serves as a final summation of the project exploration of new and innovative methods and products used to assist in management of smaller projects as well as provides research results and recommendations. The research results portion of this report has been provided to the project sponsor as has department is collecting public comments from improvements to the Alaska Unified Plan. Several gaps identified during the project completion; by providing this report, the desired outcome includes the fixing of specified gaps through the provision of extra training.

10.2 Final Oral Presentation

The final presentation was a time to orally present and defend original capstone project hypothesis to the project's advisory committee and present the final conclusion which determines if what was planned was actually completed according to the approved PMP. The presentation was organized into three sections. The first presenting the original scope to include project tools used to execute the project. Secondly, the research plan and results– which defended the original hypothesis. Thirdly, the projects core focus – the Quick Reference Guide was presented in brief.

11. Final Closeout

Within this final capstone report, the reader reads how the PM explored relationships between regulatory departments, agencies, divisions, office and bureaus within both the federal and State of Alaska as documented within the research results and recommendations. By examining the project's core question regarding what regulations pertain to a pollution response and who has legally been delegated the responsibility to enforce compliance, a tri-fold pamphlet was developed and called a Quick Reference Guide.

Additionally this project intent was to explore and perfect new methods to manage small projects in a non-project working environment. Over two-thirds of the final report explained how the project was managed; using monitoring tools throughout the processes for execution and the project's entirety. Of the four knowledge areas chosen, each was mastered to the point of exploring non-conventional project management methods as compared to the Project Management Institute methodology of executing, monitoring and controlling a project.

The final closeout of this project included ensuring all turning in all materials, electronically archiving relevant templates and saving for future use. Many of the spreadsheets were designed with larger projects in mind or to serve in real-life applications for the PM and others in their professional career; transition from academic to real-life applications considered throughout. The organization and configuration management applied to the project will serve to change current methods of file organization and retention for future use to include a follow-on project.

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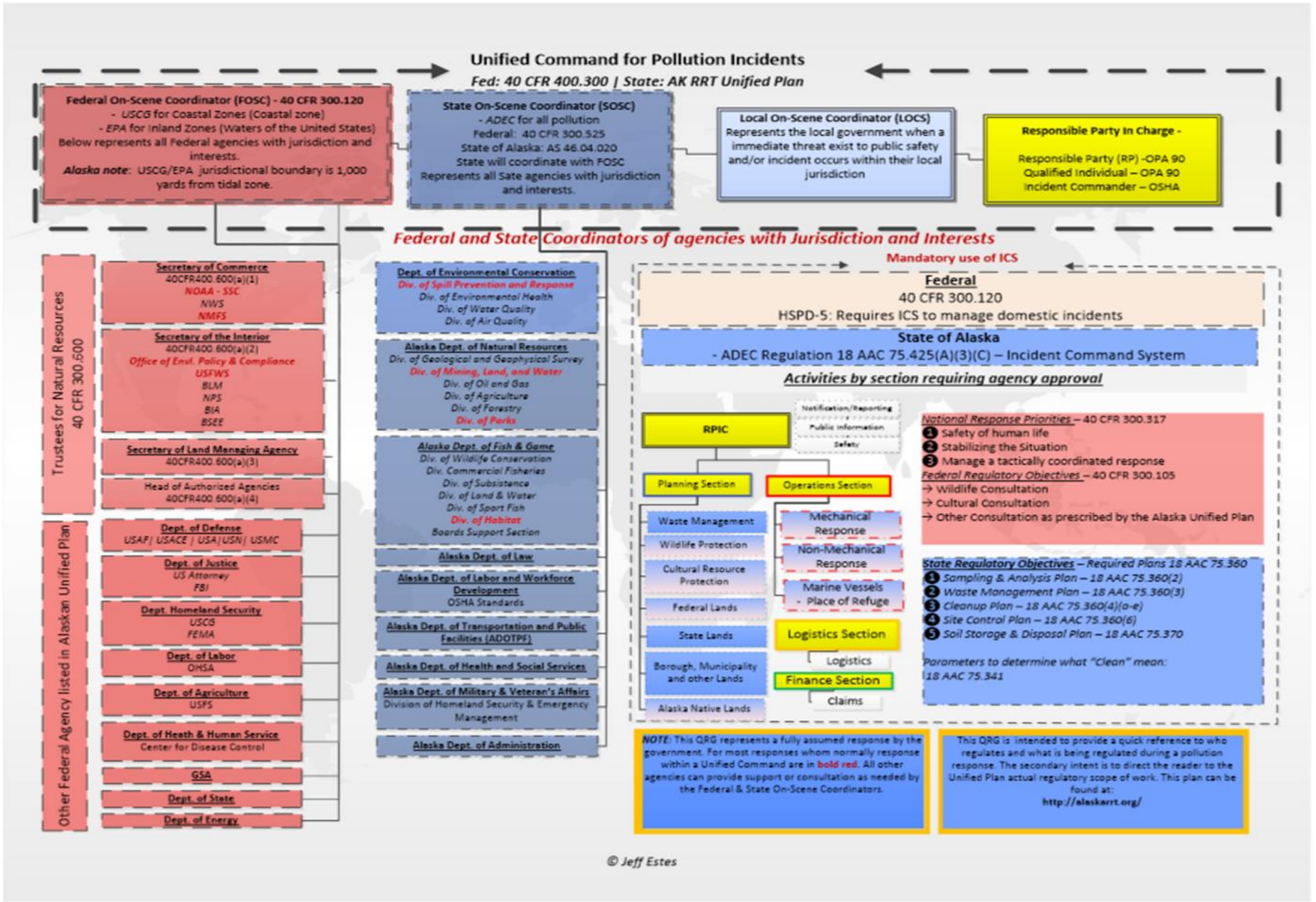
Appendix B: Quick Reference Pamphlet – Page 1



Appendix C: Quick Reference Pamphlet – Page 2

Statue / Regulation	Legal Authority	Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement
State of Alaska Regulatory Objectives ~ Pursuant to environmental laws during a pollution response					
Oil and Hazardous Substances Pollution Control	AS 46.04.020	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C State Response Policy	Any threat or actual discharge of oil or release of Hazardous Material/Substances
Discharge Reporting	18 AAC 75.300	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Actual discharge of oil or release of Hazardous Material/Substances
Cleanup Operation Requirements - Sampling and Analysis Plan - Waste Management Plan -• Decanting Authorization *(only found in Annex E)* - Site Control Plan (Safety and Health) - In-situ Burn cleanup techniques	18 AAC 75.360 18 AAC 75.360(2) 18 AAC 75.360(3) 18 AAC 75.360(6) 18 AAC 75.360(12)	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy Annex E - Decanting Authorization by Unified Command	Unified Command Stood-up in response to a pollution event
Site Characterization	18 AAC 75.325	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Storage and Disposal Plan	18 AAC 75.370	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Contaminated Soil Transport and Treatment (post response)	18 AAC 60	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Dispersants	Unified Plan Annex F, Appendix I	Alaska DEC	USCG USEPA	Annex B - Unified Command Annex F - Chemical Countermeasures Appendix I - Dispersants	Approval of non-mechanical response measures
Open Burning of Black Smoke (In Situ Burning)	Unified Plan Annex F, Appendix II 18 AAC 50.065 (b)	Alaska DEC	USCG USEPA	Annex B - Unified Command Annex F - Chemical Countermeasures Appendix II - In Situ Burning	Approval for non-mechanical response measures
Wildlife Protection - Fish Resources - Scientific Permits (Birds and Mammals) - Wildlife Hazing - Wildlife Capture, Transport, Stabilization, and Treatment	50 CFR 17 - (ESA) 16 USC Chapter 31 - (MMPA 16 U.S.C. 668-668c - (Eagles)	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Fish Habitat Permit (Anadromous Fish Act) Fishway (Fish Passage Act)	AS 16.05.871-901 5 AAC 95.011 AS 16.05.841	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Special Area Permit	5 AAC 95	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Land Use (Upland and Tideland) - Federal Lands - State Lands	AS 38.05.850	Alaska DNR > Div. of Mining Land and Water	DOI - USBLM DOI - USFS	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Alaska Native Claims Settlement (ANCS)	Alaska Public Law 92-203-Dec. 18, 1971	Alaska DNR	DOI - USBLM	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Alaska National Interest Lands Conservation Act (ANILCA)	Alaska Public Law 96-2-487	Alaska DNR	DOI - USBLM	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Historic and Cultural Resource Permit	AS 41.35 and 11 AAC 16.02-16.090	Alaska DNR - Office of History and Archeology	DOI - Dept. of National Parks	Annex A - Introduction Appendix VI - Response System and Policies Annex M - Historic Properties Protection Guidelines	Any potential cultural resouce impact, the appropriate agency must be consulted
Food Service Permits **supporting > 10 or < 10 people**	18 AAC 31.710	Alaska DEC	Div. of Environmental Health	Annex A	Establishing Temporary Camps for response personnel

Appendix D: Quick Reference Pamphlet – Page 3

Alaska Regulatory Quick Reference Guide (QRG) for Pollution Response

Statue / Regulation	Legal Authority	Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement
Federal Regulatory Objectives ~ Pursuant to environmental laws during a pollution response					
Discharge Reporting	40 CFR300.125(a)	USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material / Substances
Refuse Act 1899 - Harbor and Safety Act	33 USC 407	USACE	DHS - USCG	Annex A - Introduction Appendix VI - Response System and Policies	Any potential or actual blockage to a Navigable Waterway
Federal Water Pollution Control Act (FWPCA) of 1972 - Clean Water Act of 1977 - Water Quality Act of 1987	33 USC 1311	USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction Appendix III - Authority Tab A - Federal	Any threat or actual discharges of "Oil" as per 40 CFR 110
Clean Air Act	42 USC 85	USEPA	ADEC	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any threat to air quality resulting from approval for In Situ Burning
Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) - Superfund Amendments and Reauthorization Act (SARA) 1986	40 CFR 300, Subpart E	DHS - USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction Appendix VI - Response System and Policies	Any threat or actual release of Hazardous Substances as per 40 CFR 117
Oil Pollution Act (OPA) 1990	33 USC 1311	DHS - USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Found throughout	Oil or Hazardous substances either come from either a regulated vessel or facility
Non-Mechanical Response Dispersants In-Situ Burning	40 CFR 300.900 Subpart J	Unified Command (Fed/State/Local)	Alaska RRT	Annex F - Chemical Countermeasures Appendix I - Dispersants Appendix II - In Situ Burning	Approval for non-mechanical response measures
Solid Waste Disposal Act (SWDA) of 1965 - Resource Recovery Act (RRA) 1970 - Resource Conservation and Recovery Act (RCRA) 1976 - Hazardous and Solid Waste Amendment (HSWA) 1984 - Federal Facilities Compliance Act (FFCA) 1992	40 CFR 239 - 282	USEPA	ADEC USCG	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Upon activation of a Unified Command for threat or actual discharge or release
Migratory Bird Treaty Act (MBTA) 1918 - 2: Fish and Wildlife Act (FWA) 1956 - 3: USFWS Eagle Take - 4: USFWS Migratory Bird Scientific Collection - 5: USFWS Migratory Bird Rehabilitation - 6: USFWS Migratory Bird Special Purpose Salvage - 7: USFWS National Wildlife Refuge System Commercial	16 U.S.C 7421 2 - 16 USC 742a-742j 3 - 50 CFR 10,13, 22.26 4 - 50 CFR 10.13 5 - 50 CFR 10, 13, & 21.31 6 - 50 CFR 10, 13, 21.27 7 - FWS Form 3-1383-C	DOI - USFWS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Bald & Golden Eagle Protection Act - Bald and Golden Eagle Act Permit Regulation	16 U.S.C. 668-668c 50 CFR 22	DOI - USFWS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Endangered Species Act (ESA) of 1973 - Critical Habitat (Section 4) - Federal Actions (Section 7)	50 CFR 17	DOI - USFWS NOAA - NMFS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Marine Mammals Protection Act (MMPA) 1972	16 USC Chapter 31	NOAA - NMFS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
National Historic Preservation Act (NHPA) of 1966 - 1: Federal Actions (Section 106) - 2: The Archeological Resource Protection Act of 1979 - 3: The Antiquities Act of 1906	1- 16 U.S.C. 470f 2 - 43 CFR 7 3 - 43 CFR 3	DOI - Dept. of National Parks	Alaska DNR Office of History and Archeology	Annex A - Introduction Appendix VI - Response System and Policies Annex M - Historic Properties Protection Guidelines	Any potential impact cultural resources and historical properties, the appropriate agencies must be consulted
National Resource Damage Assessment (NRDA) - 1: CERCLA - 2: OPA 90 - 3: FWPCA or CWA - 4: Marine Protection, Research and Sanctuaries Act (MPRSA) - 5: Park System Resource Act (PSRA)	1 - 42 USC 9601 2 - 33 USC 2701 3 -33 USC 1251 4 - 16 USC 1431 5 - 16 USC 19jj	US DOI Including component agencies	USEPA USCG	Annex B > Appendix II - The federal and State Role in Incident Response	After a discharge or release, the Natural Resource Trustee recommended activating the NRDA process
Federal Land Use - 1: USACE Nationwide Permit 20: Oil Spill Cleanup - 2: USFS Special Use Authorization Permit Applications - 3: National Parks Service Special Use - 4: USFWS National Wildlife Refuge System Commercial - 5: Activities Special Use	1-Nationwide Permit 20 2-USFS 3 and 4-16 USC 668dd-ee	USACE USDA DOI - USBLM DOI - USBIA	Alaska DNR	Annex A > Appendix VI - Response System & Policy > Tab A: National Response System and Tab C: State Response Policy	Any potential impact to Lands, the appropriate agencies must be consulted
Nationwide Permit (NWP) 20 (under Section 404 fo the clean Water Act)	33 CFR 330	USACE		General permit Under the NCP for Response Operations	At the discursion of the Unified Command
Use of Temporary structures and fills in water	40 CFR 300 Sections 10 and 404	USACE	USCG USEPA	No found in Unified Plan	An regulated permit for temporary construction which could have an impact
AKRRT Wildlife Hazing	Alaska Unified Plan Annex G, Appendix 24	DOI - USFWS NOAA - NMFS	AK Fish and Game - Div. of Habitat	Annex A - Appendix VI - Response System and Policies Annex G of Unified Plan	Any potential wildlife impact, the appropriate agencies must be consulted
AKRRT Wildlife Capture, Transport, Stabilization, and Treatment	Alaska Unified Plan Annex G, Appendix 25	DOI - USFWS NOAA - NMFS	AK Fish and Game - Div. of Habitat	Annex A - Appendix VI - Response System and Policies Annex G of Unified Plan	Any potential wildlife impact, the appropriate agencies must be consulted

Appendix E: Quick Reference Pamphlet – Page 4

Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Unified Command Representatives contact names found at akrrt.org	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement OSC's to coordinate for consultation
Alaskan Regulatory Stakeholder during response to pollution discharge or release				
Federal Regulating Entities				
Department of Homeland Security	United States Coast Guard	Sector Juneau - FOSC Southeast Alaska Sector Anchorage - FOSC Western Alaska MSU Valdez - FOSC for Prince William Sound	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material/Substances
US. Environmental Protection Agency	Region 10	Region 10 - FOSC	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material/Substances
Secretary of Commerce - National Oceanographic and Atmospheric Administration	Office of Response and Restoration, Emergency Response Division	Scientific Support Coordinator (SCC)	Annex A - Introduction	Supports USCG FOSC during a pollution response
Secretary of Commerce - National Oceanographic and Atmospheric Administration	National Weather Service	Incident Meteorologist (IMET)	Provides meteorological support	Supports USCG FOSC during a pollution response
Secretary of Commerce - National Oceanographic and Atmospheric Administration	National Marine Fisheries Service	Protected Resource Division	Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, NMFS must be consulted
Department of the Interior	Office of Environmental Policy and Compliance (OEPC)	Regional Environmental Officer	Annex A - Introduction	When natural resources are in danger
Department of the Interior	US Fish and Wildlife Service	Environmental Containments/Spill Response Coordinator	Annex A - Introduction	Any potential wildlife impact
Department of the Interior	Bureau of Land Management	Office of Environmental Policy and Compliance (OEPC)	Annex A - Introduction	Any potential land impact land
Department of the Interior	National Parks Service		Annex A - Introduction	Any potential impact to land
Department of the Interior	Bureau of Indian Affairs		Annex A - Introduction	Any potential land and / or health issues
Department of the Interior	Bureau of Safety and Environmental Enforcement	Oil Spill Prevention Division	Annex A - Introduction	Pollution incidents from regulated offshore facilities
Department of Defense	U.S. Army Corp of Engineers	Defense coordinating Officer (DCO)	Annex A - Introduction	Temporary construction which could have impact
Department of Defense	U.S. Navy	Supervision of Salvage	Annex A - Introduction	FOSC need for oil Spill Response equipment
Department of Justice	U.S. Attorney		Annex A - Introduction	Legal enforcement and civil penalties
Department of Homeland Security	Federal Emergency Management Administration	Region 10 - Anchorage	Annex A - Introduction	Provides response support under Stafford Act disasters
Department of Labor	Office of Heath and Safety Administration	Alaska Occupational Safety and Health (AKOSH)	Annex A - Introduction	Provides support to FOSC when Safety or Health are in question
Department of Agriculture	U.S. Forest Service		Annex A - Introduction	Any impacts to lands
State of Alaska Regulating Entities				
Department of Environmental Conservation	Div. of Air Quality		Annex F - Chemical Countermeasures Appendix I - Dispersants Appendix II - In Situ Burning	In Situ Burning When Chemical burning agent is used
Department of Environmental Conservation	Spill Prevention and Response	SOSC - Northern Alaska SOSC Central Alaska SOSC - Southeast Alaska	Annex A - Introduction	When a Unified Command is stood up in response to pollution threat
Department of Environmental Conservation	Environmental Health	SOSC	Annex A - Introduction	When Seafood is contaminated or a Temporary Camp is established
Department of Natural Resources	Div. of Oil and Gas	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Agriculture	SOSC	Annex A - Introduction	At the request of SOSC for land ownership support
Department of Natural Resources	Div. of Forestry	SOSC	Annex A - Introduction	At the request of SOSC for land ownership support
Department of Natural Resources	Div. of Mining, Land, and Water	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Geological and Geophysical Survey	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Parks	Office of History and Archeology	Annex A - Introduction	At the request of SOSC for historic or cultural properties support
Department of Fish and Game		Div. of Habitat	Annex A - Introduction Annex G - Wildlife Protection Guidelines	When critical habitats or wildlife is threatened
Department of Law	Attorney General's Office		Annex A - Introduction	At the request of SOSC for legality or enforcement issues
Department of Administration	Commissioners Office		Annex A - Introduction	At the request of SOSC for additional support
Department of Transportation and Public Facilities		Regional Director	Annex A - Introduction	When public transportation is impacted by spill
Department of Health and Social Services	Emergency Operations Center		Annex A - Introduction	At the request of SOSC for additional support
Department of Military and Veteran Affairs	Div. of Homeland Security & Emergency Management		Annex A - Introduction	At the request of SOSC or a disaster is declared
Department of Labor and Workforce Development	Div. of Labor Standards and Safety		Annex A - Introduction	At the request of SOSC for additional safety support
University of Alaska	No regulatory authority	No regulating authority	Annex A - Introduction	At the request of SOSC for additional scientific support

Master of Science in Project Management
University of Alaska

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses Project

<Unified Command QRP Project>

Project Management Plan

Version 1.6

11/20/2015

Table of Contents

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1. Project Overview

This Project Management Plan (PMP) provides detailed plans, processes, and procedures for managing and controlling the lifecycle activities of the Unified Command Quick Review Project (QRP) project. It describes the processes and approaches for managing (i.e., planning, monitoring, and controlling, and closing) the project. The information in this PMP, and its subsidiary plans, provides the basis for communication and understanding among project team members and all other internal project stakeholders.

Commented [A1]: As a matter of typical project written convention acronyms when 1st mentioned in the document are spelled out eventhough you did this in the title page.

1.1 Project Scope

The project's requirements are detailed within the Requirements Traceability Matrix (RTM), which will contain the acceptance criteria for project acceptance by sponsor. The below table represents the project deliverables.

Table 1: Major Deliverables

Deliverable
Project Management Plan (academic)
Final Project Report (academic) - QRP Supporting Reference Materials
QRP product (product)

1.2 Out of Scope

Listed below is a statement for projects out of scope (exclusionary boundary items). These items may be considered as follow-on projects after the successful completion of this project.

Table 2: Out of Scope

Requirement #
A business plan for selling this QRP (this leads into another follow-on project)
Local agencies within each 'Sub-Area' Contingency Plan not specifically referenced within the pollution response section of Annex B of the Unified Plan of Alaska. This project scope's primary emphasis focuses on Federal and State (of Alaska) regulatory stakeholders.

Commented [A2]: rarely use the word that...not usually needed

1.3 Project Assumption

The assumptions listed below guided the identification and development of the requirements stated in this document. These assumptions intend to promote mutual understanding, partnership, and quality communication between PM and the project team (including sponsor, primary advisor, and committee members).

- This project is an academic project and not a profit-making initiative
- Identification of key stakeholder willing to participate in the survey and / or interviews.
- Available academic advisor and committee members to assist as mentor throughout the project lifecycle.
- Project sponsor will be provide any public comments which relates to this project and could pose a risk to the outcome if not passed along to PM.
- The project –including research – takes no longer than April 2016 to complete.

The PM is the primary resource for the completion of all planning, research, execution, drafting and finalization of 95% of deliverables

1.4 Project Constraints

The following constraints exist for this project. See list below. These constraints may prevent or restrict reaching the desired results (e.g., meeting requirements, meeting project goals and priorities, achieving measures of success – KPI's (Key Performance Indicator) stated in this document.

- No budget currently exists for this project.
- The PM is the primary resource for this project.
- PM using All resources are personal property of PM
- Working within a fixed schedule established by academic Project Progress Milestones (PPM) for
  - Project Management class 686a – Initiation and Planning
  - Project Managements class 686b – Execution, Monitoring & Controlling, and Closeout.
- The PM maintains full time job 40-60 hours per week. This project's planning and execution occurs during non-working hour's schedule.

Table 3: Triple Constraint

	Least Flexible (Fixed)	Flexible (Negotiable)	Most Flexible (Accept)
Schedule	X		
Scope		X	
Quality			X

2. Project Organization

2.1 Project Structure

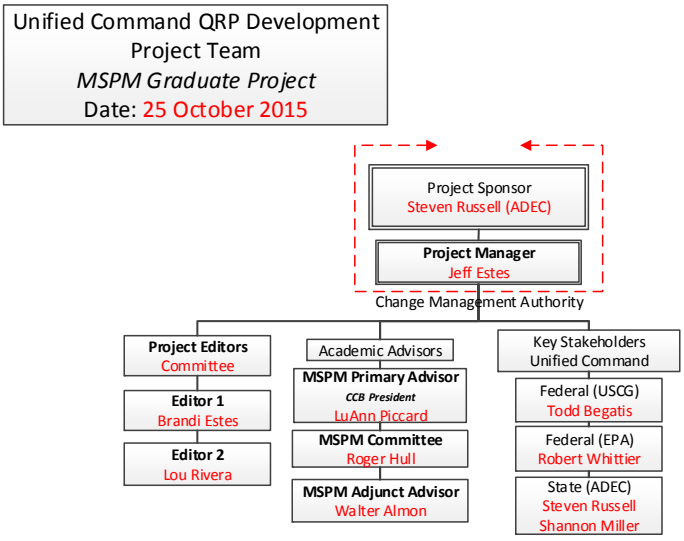
The project structure is staffed the PM performing 98% of all work.

The *project editors* review PM Plan, Final Project Report and final QRP product.

The *Academic Advisor and committee members* mentor to assist the PM on Project Management Body of Knowledge (PMBOK) process, tools and techniques used to successfully complete a project. The only exception, the Primary advisor also serves as the Change Control Board President.

The *Key Stakeholders* are key customers of the QRP project as they are designated coordinators for federal and state Regulators.

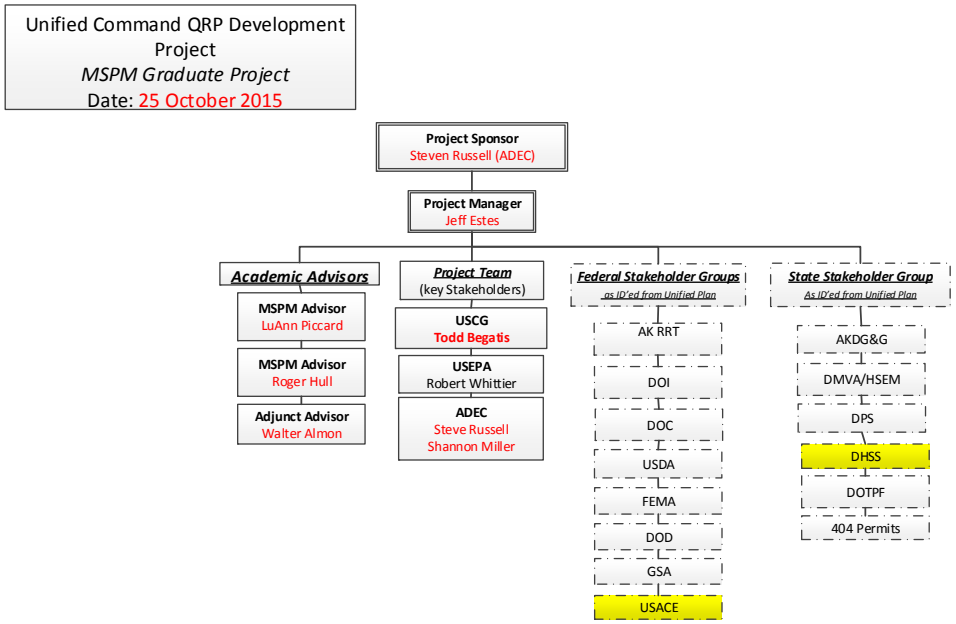
Figure 1: Internal Project Team



2.2 External Stakeholder

External Stakeholders impacted by this project are too extensive to list in the stakeholder register. This project only focuses on the federal and state stakeholders as listed (or omitted) from Annex B of the Alaskan Unified Plan.

Figure 2: External Stakeholders



2.3 Roles and Responsibilities

There are two tables below. The first describes project team nomenclature and their standard roles. The second table identifies the standard roles and assigns specific names of those participating or this project. The PM assumes all roles not explicitly stated in this plan. Change Control process found within section 7has additional roles and responsibilities applicable to the change control process.

Table 4: Project Roles

Role	Responsibilities
Project Manager (PM)	Accountable for RM planning and ensures the process implemented and followed. The PM assigns a Risk Manager/Coordinator to the project, and identifies this individual on the project's organization chart. The PM involved in the initial risk identification, analysis, and risk response activities and then focuses on monitoring and control.
Risk Manager/Coordinator	Accountable to the PM and acts on the PM's behalf for managing and coordinating the RM activities on the project. This function may be performed by the PM based on the size and complexity of the project.
Project Sponsor	Responsible for realization of project benefits and involved in the RM process, especially during project initiation to ensure mitigation of possible project challenges. The sponsor invited to take part in risk activities at regularly scheduled intervals throughout the project lifecycle.
Project Team	Responsible for identifying and analyzing risks. Some team members assigned as Risk Owners to tracks and mitigate risk.
Risk Owner	Responsible for managing the risk assigned by the PM or Risk Manager/Coordinator. Their primary responsibility includes, to develop mitigation, contingency, and fallback plans, perform the steps of the mitigation plan and report progress to the Risk Manager/ Coordinator. The Risk Owner ensures the accuracy of the documentation on the assigned risk(s) and obtains supporting information for analysis to ensure the risk(s) is/are understood and properly prioritized.
Stakeholder	Responsible for bringing unique perspectives to risk identification analysis, mitigation planning and staying involved in the risk tracking activities. Assist in identifying and determining the context, consequence, impact, timing, and priority of the risk. Invited to risk activities, as required, and risk owners involve them in risk mitigation planning.

Table 5: QRP Project Roles

Name & Organization	Project Role	Project Responsibilities	Estimated % of Effort
Steve Russell Alaska Department of Environmental Conservation (ADEC)	Project Sponsor	<Person responsible for acting as the project's champion and providing direction and support to the team. In the context of this document, this person approves the request for funding, approves the project scope represented in this document, and sets the priority of the project relative to other projects in his/her area of responsibility. >	5%
Jeff Estes, University of Alaska – Anchorage MSPM	<PM >	<Person who performs the day-to-day management of the project and has specific accountability for managing the project within the approved constraints of scope, quality, time and cost, to deliver the specified requirements, deliverables and customer satisfaction. The PM chairs the integrated project team. >	88%
LuAnn Piccard, MS, PMP, University of Alaska – Anchorage.	<Primary Advisor>	<Coaching, feedback and assessment and president of the Change Control Board>	1%
Roger Hull, CRISC, CISM, CISSP, PMP, University of Alaska – Anchorage	<Committee member>	<Coaching, feedback, assessment input >	1%
Walter Almon, MSPM, PMP	<Committee member>	< Coaching, feedback, assessment input >	1%
Brandi Estes	<Editor 1>	< Edit documents for spelling and grammar >	2%
Lou Rivera	<Editor 2>	< Edit documents for consistency and flow >	2%

3. Project Start-up

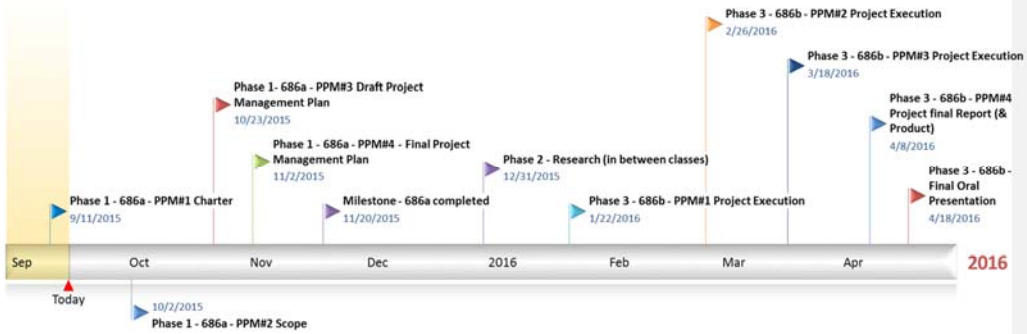
3.1 Project Life Cycle

This project is unique because the customers do not know exactly what they need. The PM has identifies a gap from previous experience and provides a solution to this gap. However, until the customer views the final project's product 'proof of concept', he/she will not have any idea what they need. Consequently, this project flows through three primary phases

Phase 1 – PM 686a (Initiating and Planning) August – November 2015
Phase 2 – Research – December – January 2015
Phase 3 – PM686b (Execution) – January – April 2016

During Phase 3 requires (execution) 2 sub-phases in order to develop the QRP and test it with initial customer. Once customer comments collected, the final product proceeds to completion.

Figure 3: Milestones Timeline 3 Phases



3.2 Methods, Tools, and Techniques

For this project, the PM leverages mobile technology to assist with quick access to PM plan and spreadsheets. Once PM Plan approved, PM copies and pastes key knowledge areas, into Microsoft OneNote applications to ensure cross-platform availability e.g. via iPhone, iPad and desktop computer. PM uses the following registers (tools) to monitor and control project while on the go:

- Issue Log
- Change Control Log
- Lesson Learned Log
- Daily PM Timesheet

The following logs are available for viewing and quick reference

- Stakeholder Register
- Risk Register
- Configuration Management Register

PM uses the following program to view the WBS Tasks for tasks requiring completion.

- QuickPlan for iPhone and iPad. This program only monitors by day and not hourly. Therefore its only used to gain a quick perspective on what upcoming tasks. The WBS Dictionary can also be uploaded and viewed along with the WBS Task list within these applications.

As new "apps" come out and provide innovative ways to manage the project, they can be used to monitor project. Asana and Producteev, for example, are "cloud"-based applications accessed through both desktop and mobile platforms. At any time during the project execution, these can be used to assist with project. If they, or any other, technology will be used, their use must be documented in the Change Management Log.

3.3 Estimation Methods, and Estimates

One of the PM 686a assignments is to decide and track 3-4 Knowledge Areas, applicable to the academic learning. For this project the following academic knowledge area assessment will be measured in the following ways:

Risk Management:

Reason: *Maintaining a realistic schedule is the number 1- 3 risk to this project. Applying out of the box methods to mitigate this issue proves key to the timely success.*

Measurement: *A timesheet has been established for the project within Microsoft OneNote program. Within this timesheet several columns include a column for planned, one for "changed", the number of times the plan was deviated from. This will create a parametric (estimating) baseline for a similar future projects. This type of measurement has been built into this plan for planning the 686b execution.*

Schedule Management:

Reason: *Maintaining a realistic schedule is a highest risk for this project. Being able to leverage different technological methods for tracking multiple tasks is critical. The only three dependent tasks are the academic PPMs, QRP development and final report. All other tasks will planned at the same time and iteratively throughout the planning process.*

Measurement: *Looking forward to 686b there are two levels of measurements for managing the project Schedule. Each week the contents will be transferred to an actual spreadsheet were a measurement can be quickly tabulated. As stated, measurements include the following:*

The first method will be required to be completed and will use the established "timesheet" within OneNote, which has been established to document estimated and actual durations with a note section to document reason for variance.

- Percent between milestones completed (to report this project progress)
  - i.e. 15 out of 25 would be 60% competed

- Work Duration Variance – planned work / actual work (to develop myself as a better estimator)
  - i.e. estimated 1 hour but really took 5 hours would be a variance of .2
  This could indicate a scope too great to complete within a fix schedule.

The second method is not required but recommended for learning. Measuring WPI – this is not required by the project, but is a learning point if possibility exist to meld the various methods together. Using Microsoft Projects the project work times will be estimated based on learning points from 686a and applied to the execution schedule baseline. Once baseline has been set, Work Performance Index (WPI - $1 per hour worked for CPI) will be measured throughout the project research and execution lifecycle for more advanced lessons learned.

Integration Management:

Reason: *Integration management is a way to properly manage and track performance of the project using various methods and tools. The process follows:*

Table 6: Integration Management ITTO

Inputs	*Outputs*
1. Project Management Plan (in development)	*1.* ***Change requests status updates***
2. Work performance information	*2.* ***Project management Plan updates***
3. ***Change Requests***	*3.* ***Project document updates.***
4. Enterprise Environmental factors (EEF)	
5. Organizational Process Assets (OPA) (in development)	

Page 61, Figure 3-40 of PMBOK Fourth Edition
ITTO is Input, Tools, Techniques, Output

Measurement: *The above black-bolded items represent measureable items with corresponding metrics, registers, logs (spreadsheets) used to assist the education project team in the executing of project. For the project execution, all logs will be transferred from spreadsheet to Microsoft OneNote for quick 'on the fly' access to logs and can later be transferred back to spreadsheet for creation of OPA. Created logs thus far:*

1. Configuration management log – *Recording changes within each section of the PM Plan.*
2. Issues management log – *Recording any issue throughout the project lifecycle.*
3. Change Control log – *Recording any change from planned actions (scope, plan) and any issue that modifies the baseline.*
4. Lessons Learned Log – *Recording any and all lessons learned throughout project lifecycle.*

Stakeholder and Quality Management:

Reason: *This project is all about stakeholders, and to deliver the best product to them, the project team must learn to work with them and work around their schedules and better understand what they want especially when they do not know what they do not know.*

Measurement: *To measure stakeholder's desires/needs stakeholder should establish specific product quality criteria and measure customer response to the original project via test method. Once results tabulated, project objectives readjust. The test method will be developed during 686b and will involve providing 1 or 2 candidates the 1st QRP Proof of Concept and having them use the product.*

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3.4 Work Activities

Below refers to the primary WBS location by activity.

WBS Location	**Box.com** **F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\3 Schedule_Time Mgt**

3.5 Schedule Allocation

Below refers to the primary WBS - Schedule.

Project Schedule Location	**Box.com** **F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\3 Schedule_Time Mgt**

3.6 Resource Allocation

The PM is the only 100% dedicated resource for this project.

Resource Schedule Location	Found within the full time computer Outlook calendar. This project is a part-time endeavor, with activities worked iteratively around work and family calendar of events.

3.7 Project Hardware

The PM supplies all hardware resources to include computers, mouse, thumb drives.

3.8 Project Software

The PM supplies all necessary Microsoft software with the exception of Microsoft Projects, WBS Chart Pro and Microsoft Visio; University of Alaska provides to students.

4. Monitoring and Controlling

4.1 Change Management

To maintain this project's scope baseline, PM established a change management process; strict adherence to process required. Only the approved scope will be executed within the boundaries of this project.

A change management plan can be found Section 7 of this project management plan and will describe the process for change.

A change management log (spreadsheet) can be found at the following locations:

Baseline Archived	**Box.com F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\1 Integration Mgt\Change Management Plan**
Execution OneNote	**QRP Project Phase 3 – Monitoring and Control – Change Control Log**

4.2 Issue Management

The PM monitors both positive and negative issues throughout the project lifecycle. An Issue Log located within the PM artifact is the primary source for recording any issues to include issues related to meeting Risk Threshold. Risk Threshold also recorded in in the Risk Register. The Issue log also has a remote access via the Microsoft OneNote available across all computer platforms.

Baseline Archived	**Box.com F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\1 Integration Mgt**
Execution OneNote	**QRP Project Phase 3 – Monitoring and Control – Issues Log**

4.3 Status Management

Four methods of updating status and location of forms for this project described below

Baseline Archived	**Box.com F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\2-686A PPM HW Deliverables**
Execution OneNote	**Status management will not be recorded in OneNote.**

1) ***Project Performance Measurements (PPM)***. From academic syllabus

Description: "Assessment of the overall project will be based on the quality, timeliness and completeness of Project Progress Milestone (PPM) deliverables, ability to select or design an appropriate project, demonstration of the skill to establish relevant, measureable objectives, ability to scope and deliver project results that achieve stated objectives, and ability to successfully manage the project using the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) Process Groups and relevant elements of the ten Knowledge Areas."

Reporting Criteria: There will be four PPM scores during each semester. 4 – PM 686a and 4 – PM 686B. Each PPM score will be assigned based on the material posted by the PPM due date.

Expectations: There will be four PPM scores during the semester. Each PPM score will be assigned based on the material posted by the PPM due date. The PPM scores will be based on four criteria: On-time posting, Effective Stakeholder Management, Completeness of Deliverables, and Quality of Deliverables. Scores for each of these elements will be graduated differently for each of the PPM milestones (PPM1: 4 points, PPM2: 8 points, PPM3: 10 points, and PPM4: 12 points, for a semester total of 34 possible points). The allocation of points for each of the four criteria for each of the PPM's is noted in the syllabus summary.

2) ***Knowledge Area Updates (KA Updates)***. Additional descriptions can be found in section 3.3 under project Startup – Estimation, Methods, and Estimates.

Description: PM chooses 3 – 4 knowledge areas to improve upon throughout lifecycle of the project and report on this during each PPM update.

Expectation: Report on the specified measurements upon submission of each PPM updates.

3) ***3 - Minute Project Updates***.

Descriptions: During each class session a "3 minute" update on project status will be presented orally

Expectations: The following topics are to be covered during this briefing:

1. Synopsis of Project
2. Progress since last report
3. Current Status
4. Forecasted Status
5. Anticipated Changes/Key Risks, Corrective Actions
6. Key Takeaways/Where help needed

4) ***Periodic Teleconference Status updates***. These updates are for Sponsor and Primary Advisor on an as needed basis and have no set format.

5. Project Closure

5.1 Purpose

The purpose of this section is to ensure the PM and team have a formal process for ensuring the project is closed according to the approved method as originally stated during planning. As stated within this plan, this project fulfills both academic purposes and the intent to provide Alaskan responders with a tangible product.

5.2 Project Closure Requirements

The following describes how the project will be closed out.

5.2.1 Project Deliverable

There are two categories of deliverable for this project as outlined below. For both deliverables, the requirements and acceptability criteria are outlined in the Requirements Traceability Matrix (RTM). A project closeout checklist is also available and mirrors the RTM.

5.2.1.1 Project

The project deliverable is:

- One Quick Reference Pamphlet (QRP)

The products requirements will be recorded within the RTM.

The acceptance criteria for the project requires project sponsor agreement regarding the projects

- Usability (or potential)
- Understandability

5.2.1.2 Academic

The academic deliverables are:

- Project Management Plan (PM 686a)
- Final Project Report
- QRP Supporting Reference Materials

The requirements will be guided by the Academic Syllabus's and the RTM.

The acceptance criteria for the project

- A passing grade
- Awarded Master's degree, Project Management

5.2.2 Lessons Learned

A comprehensive Lessons Learned Log has been established and will be used throughout the project's lifecycle. During the project meetings, as outlined in the communications plan, provides a time period for PM to catch up on documentation. This lesson learned database will be reviewed and key points shall be transcribed to the Final Project Report.

5.2.3 PM's first set of Organizational Process Assets (OPA)

Everything from the project will be archived as a final draft. All other documents, to include prior versions can be deleted. For each final version there should be two versions:

1. Final approved and completely filled out version of document in the following formats:
    a. PDF as submitted for final,
    b. Raw editable format.
2. Final approved versions of spreadsheets will be completed in the following formats:
    a. As filled out and retained,
    b. All materials deleted and made a template for future projects (OPA).
3. Final approved Baseline MS Project Gantt Chart will be completed in the following format:
    a. Approved baseline,
    b. Final schedule upon completion of project,
    c. MS Project WBS made as a template for future projects (OPA).

5.3 Administrative Closure

5.3.1 Project QRP Deliverable

This physical QRP document in its final format will be turned in to project sponsor Steven Russell with ADEC. If sponsor decides to reproduce e additional drafts of this document, this will trigger a new project where PM Jeff Estes, as owner of QRP electronic document, will work with sponsor and new project team to draft additional controlled QRP documents for additional production.

All electronic documents to include both project and academic deliverables are the sole propertyof Jeff Estes.

5.3.2 Final Oral Defenses

PM 686b presentations are on the hour: each PM686B student has 30 minutes to present and an additional 15 minutes for Q&A for a total of 45 minutes

5.3.3 Submit Final Deliverables

The syllabus for PM 686B governs the final deliverables. Changes to the syllabus override the below requirements.

- Final report, to include one hard copy of completed report, appendices, mandatory deliverables and Power Point presentation. One copy will be placed in tabbed binder provided by the Department for MSPM library with a CD of complete copy of electronic files.
- 2-3 page summary narrative of project lessons learned included in separate section of project binder.
- Narrative on 3-4 Knowledge Areas processes applied and measured during project to demonstrate mastery. Performance measures and lessons learned.
- Course Critique to assess program and capstone classes.

5.4 Project Closure Form

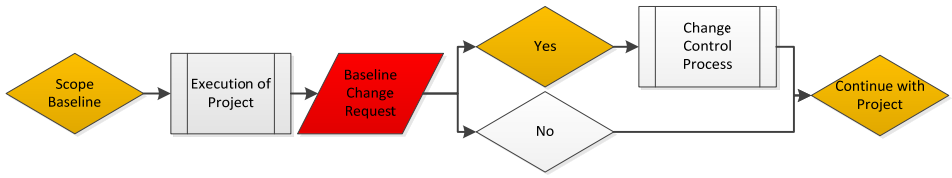
The project closure form mirrors the project RTM and is formal process to close the project by having the project sponsor, PM, and Primary Academic Advisor sign a project closure form to indicate all parties, all project components, categories, and project deliverables are completed.

6. Scope Management Plan

6.1 Purpose

The purpose of the Scope Management Plan (SMP) is to ensure the project properly includes all required components to successfully complete the project. It serves as the blueprint for the project's scope definition,, development, verification and control. The SMP documents the scope management approach roles and responsibilities pertaining to project scope. It further defines who will be responsible for managing project scope and serves as a guide for actually managing and controlling project scope. Project Scope Management consists of the following processes:

Figure 4: Scope Management Process



6.2 Project's Purpose

This project, is ultimately a stakeholder identification project using project management skills to manage the project. Using these same project management tools, such as stakeholder registers, the project team will documents the necessary research and converts it into useable tools which allows the project team to decide which are most applicable to the general users of this QRP. The identified materials will be recorded within a document entitled "QRP Supporting Reference Materials."

Commented [A3]: This sentence doesn't make sense

Commented [A4]: this needs to be completely rewrittwen

This QRP will assist emergency responders to more effectively manage a coordinated response due to knowledge of:

- Tactical Objectives, include Regulatory Objectives by stakeholder
- Where identified regulators best fit within an Incident Command System (ICS) structure

6.3 Requirements Documentation Management

The RTM documents the requirements for the project scope which will be stored within PM's Box.com account. A Change Control Management Plan will also accompany this scope management plan and will be implemented to ensure documentation throughout the project life cycle of all scope and changes to scope A Configuration Management Plan and Configuration Management Log will also be established to track changes to PM Plan, baselines, and supporting Knowledge Area Plans.

6.4 Scope Management Planning

In order to effectively plan the scope the PM will focus on two facets: 1. Academia; 2. Project's Deliverable.

Academia – this includes key inputs from the project charter, stakeholder register, scope statements, and other project planning documents.

Project's Deliverable – this includes gathering lessons learned from PM's experience while serving in the Coast Guard.

The scope for this academic project solely ensures the delivery of the following:

- Quick Reference Pamphlet (QRP) – Project Deliverable
- Project Managements Plan – Academic Deliverable governed by Syllabus
- Final Project Report – Academic Deliverable governed by academic syllabus and PM creativity.

6.5 Scope Management Approach

For the Unified Command QRP Project, scope management is the sole responsibility of the Lead Change Manager (PM) as documented in the Change Management Plan. The scope of this project is defined by:

- Project Charter
- Scope Statement
- Requirements Traceability Matrix (RTM)
- WBS)
- Work Breakdown Structure Dictionary (WBS D)
- Stakeholder Register
- Other project planning and procurement documents as listed in the Configuration Management Plan and supporting Configuration Mgt. Log.

The Project Sponsor and PM is responsible for establishing and approving documents for project scope measurement, this would include deliverable requirements checklists built within theRTM and any work performance measurements. As the project moves through its lifecycle and planned scope becomes completed project objectives, PM will provide status updates as directed within the P M P. The following documents and checklist will be used to verify scope and monitor the progress throughout the project's lifecycle.

- RTM (with acceptance criteria built into the matrix)
- Project Closeout Plan.

Any proposed change in scope -should be compared to the project scope as defined in the WBS Dictionary and the project RTM. This comparison, performed by the PM and Project Team, helps ensure only work described in the project's original scope is completed. If changes to project scope are necessary follow formal change management process. See section 6, Change Management Plan.

6.6 Scope & Schedule Management Approach

Three phases of the project include:

Commented [A5]:

Commented [A6]: need to be consistent with your use of acronymyms

Commented [A7]: why capitalize procurement documents or project planning

Phase 1 – PM 686a (initiating and Planning)
Phase 2 – Research (in between classes)
Phase 3 – PM 686b (Execution)

Phase 1 and 2 are relatively straight-forward in terms of schedule management. During Phase 3 when the QRP develops additional stakeholder will have options regarding what goes into the QRP; this could pose risk to both scope and schedule. During this final phase, the development of the QRP occurs in two incremental phases.

First – a QRP Proof of Concept develops from QRP Supporting Reference Materials by solely the PM.

Second – a QRP test phase delivered to the four categorical customer groups to assess QRP from their group's perspective. Once each tester returns their comments, the Project Sponsor and Manager assess the comments using the following criteria during a response to pollution:

- Applicability
- Usability

6.7 Project Requirements (in Scope)

The project's requirements detailed within the RTM, which contains the acceptance criteria for project by sponsor.

Table 7: High-Level Requirements (in scope)

Requirement #	Requirement Definition
Project Management Plan - 686a Academic Deliverable	*Meets academic rubric from PM 686a and b syllabus. PM Plan must provide enough details to properly execute Phase 3 – Execution.*
Final Project Report - 686b Academic Deliverable	*Meets academic rubric from PM 686a and b syllabi. Final report must provide enough lessons learned for a PM a "play book" of "positives and negatives" learned to assist with future projects.*
QRP Supporting Materials Reference – 686b (materials supporting product deliverable to be included in the Academic Deliverables)	*Develop supporting materials to support the development of a QRP that provides critical references listed below; without which the project fails.* • Cross Functional Chart (Swim Lane) • Stakeholder Register
QRP Development Research - 686b Academic	• *Literary Research* • *Surveys* • *Interviews*
Quick Reference Pamphlet (QRP) – Product Deliverable	*As established by the approved Project Management Plan. See RTM for acceptance criteria.*

6.8 Out of Scope

Listed below is a statement for projects out of scope (exclusionary boundary items). These items could be follow-on projects after the successful completion of this project.

Table 8: Out of Scope

Requirement #
A business plan for selling this QRP (this leads into another follow-on project)
Local agencies within each 'Sub-Area' Contingency Plan not specifically referenced within the pollution response section, Annex B, Unified Plan of Alaska. This project scope's primary emphasis focuses on Federal and State (of Alaska) regulatory stakeholders.

6.9 Project Assumptions

See Project overview Section 1.3 for project assumptions.

6.10 Project Constraints

See Project overview Section 1.4 for project assumptions.

6.11 Work Breakdown Structure (WBS)

The WBS and its corresponding WBS Dictionary are integral components of effective scope management.

A WBS is used to manage the scope of the project from phase 1 – initiation and planning, phase 2 – research, and finally, phase 3 – execution and project closeout of project's deliverables.

The WBS tracks each project tasks from beginning to end by the following process.

(1) The baseline WBS tasks list transfer from Microsoft Projects into two formats:
   (a) QuickPlan Pro for iPad – purpose to visualize on mobile platform and sync to iWatch mobile reminder
   (b) Microsoft OneNote – Under Phase 3 – Execution
(2) PM checks with the above, two-items daily to ensure schedule adherence.
(3) PM performs tasks and records start and stop times each day within the OneNote timesheet.
(4) PM updates Microsoft Project and Excel spreadsheets weekly to source files located within Box.com

The following WBS files are attached to this project management plan.

- QRP Project WBS - Chart Pro / MS Project
- QRP Project WBS Dictionary – Chart Pro / MS Projects

7. Change Management Plan

7.1 Purpose of the Change Management Plan

The Change Management Plan documents and tracks the necessary information required to effectively manage project change from project inception to delivery.

The Change Management Plan is created during the Planning Phase of the project – (during 686a). Its intended audience includes the PM, project team, project sponsor, academic advisor, and committee. These members provide integral support to carry out the plan.

Commented [A8]: why is Planning Phase capitalized

7.2 Change Management Approach

The Change Management process follows the orderly and effective procedures for tracking a change request from requests' inception to approval and final implementation for releases from the original baseline of project.

7.3 Change Request (CR) Process Flow Requirements

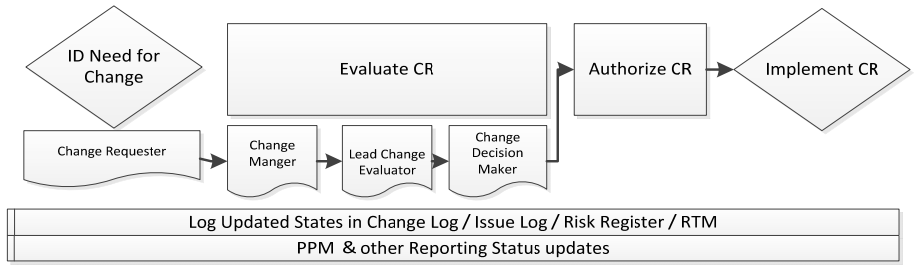
The below process flow table outlines the process for implementing a change request

Table 9: C R Process Flow Requirements

Step	Description
Generate CR	A submitter completes a CR Form and sends the completed form to the Change Manager
Log CR Status	The Change Manager enters the CR into the CR Log (spreadsheet maintained by PM). The CR's status updates throughout the CR process as needed.
Evaluate CR	Project personnel review the CR and provide an estimated level of effort to process, and develop a proposed solution for the suggested change
Authorize	Approval to move forward with incorporating the suggested change into the project/product. If CR results in a change to the scope and/or schedule, Sponsor and Primary Advisor authorize.
Implement	If approved, make the necessary adjustments to carry out the requested change and communicate CR status to the submitter and other stakeholders

Commented [A9]: should this read authorized vs approved

Figure 5: CR Process Flow



7.4 Change Requires Form and Change Management Log

A Change Management Logs (spreadsheet) and CR Forms have been developed to manage change for the duration of this project. At a minimum, the following data should be included on the project CR Form and Change Management Log.

Table 10: Data Elements of Change Request Form and Change Management Log

Element	Description
ID #	The ID number generates from the Change Management Log. No other number shall be used. Assigned by the Change Manager
Current Status	Critical, High, Medium, Low – Populated with the priority of issues causing the change.
Description	A brief description of the change request
Change Category	Describe the change category requested, i.e. schedule, scope, configuration, technology, Roles/Responsibilities, major deliverables, stakeholder issues
Change Requester	Name of the person completing the CR Form and who can answer questions regarding the suggested change
Date entered	Enter the date of change request submission
Date Assigned	Date change assigned
Date of Decision	Date change board approved change
Included in Rev. #	Change updated in applicable PM Plan and Supporting Knowledge Area Plan – Yes or No
Summary Impact	Copy and paste the description from the form to the log.

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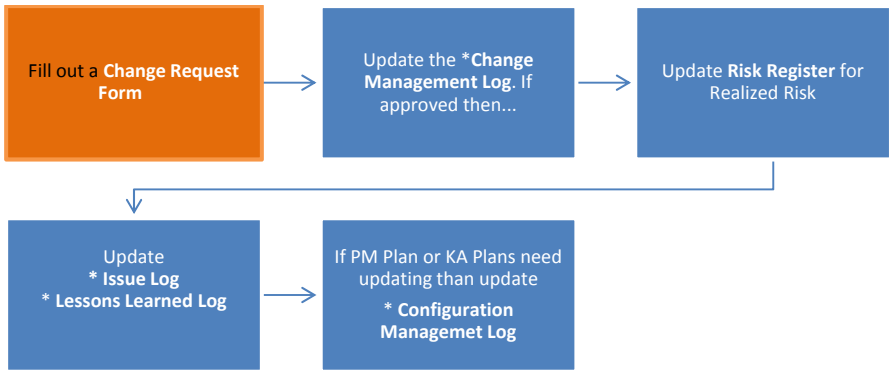
Many logs associated with this process serve to document project status and also to capture lessons learned for inclusion into the Final Project Report PM 686b.

Figure 6: Change Management Logs Update Process



7.5 Evaluating and Authorizing Change Requests

Instructions: In order to evaluate and prioritize a change request, the "priority" and "type" of the change are considered. Use the first and second tables below to list and define the "priority" and "type" data elements applicable for the project. The third table provides examples of commonly used project status types. The element provided discretion PM discretion.

Change requests are evaluated using the following priority criteria:

Table 11: Priority and Description of Change Requests

Priority	Description
Critical	Issue (reason for Change) stops project progress if not resolved
High	Issues likely delay the project's timeline, or the change could impact quality or scope
Medium	Issue affects project, has potential to increase to high category and/or requires significant resources to manage.
Low	Issue expected to have a moderate effect on the project, but requires resources to address. Minor Changes to PM Plan and/or supporting spreadsheets - fill out the Change Management Log but do not submit a change control requests.

Table 12: Impact of Change Requests

Type	Description
Scope	Change affecting scope
Time (schedule)	Change affecting time
Duration	Change affecting duration
Resources	Change affecting resources
Deliverables / Outcomes	Change affecting deliverables
Stakeholder Issues	Change affecting project
Processes	Change affecting process
Quality	Change affecting quality
Configuration	Change affecting configuration

Change requests evaluated and assigned one of the following status types:

Table 13: Status of Change Requests

Status	Description
Open	Entered/Open but not yet approved or assigned
Identified	Change identified provided to Change Manager and Open
Request	CR completed and sent to Change Manager
In Review	CR in review by Change Control Board
Closed	CR implemented

7.6 Change Control Board (CCB)

A CCB manages conflict resolution process. Its sole purpose serves to break a stalemate in the event the Change Decision Maker and another key project team member is unable to make a decision..

The table below describes CCB duties and do not necessarily correspond to positions or titles.. One person may fill more than one role. For this project, the PM may fill

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several roles, as necessary, to ensure effective management of all applicable knowledge areas and their baselines.

Table 14: Change Control Board Roles and Responsibilities

Role	Roles or name	Description
CCB President	LuAnn Piccard or in absence, Roger Hull	The Project's Primary Advisor serves as the CCB President for the project. Responsibilities include: - Providing sound mentorship from both an academic and functional project perspective - Provide tie breaking vote in the event the Change Decision Maker in coordinated effort cannot make a decision. - Provide advice if the change involves change to both schedule and scope baselines.

7.7 Roles and responsibilities

Table 15 below describes roles and responsibilities associated with change control process for this project. . See Figure C-1 for process flow diagram.

Table 15: Change Management Roles and Responsibilities

Role	Name Contact	Description
Project Team	Project Team	
Change Manager	PM – Jeff Estes	- Identify and document project scope changes. - Receive, validate and log CRs for scope changes. - Assign CR priority. - Facilitate team level scope change reviews. - Participate in scheduled change control meetings as needed. - Facilitate/perform scope verification and validation activities - Record changes according to provisions of Change Management Plan. - Record decisions on proposed changes. - Ensure changes incorporated into appropriate project documents.

Commented [A12]: is this a project CR...why not just refer to CR

Role	Name Contact	Description
Lead Change Evaluator	Combines effort between the PM and Primary Advisor - LuAnn Piccard or in her absence - Roger Hull	Advise Change Manager of project scope changes. - Facilitate CRs. - Perform/facilitate timely and adequate evaluation of scope changes in terms of their impact on project deliverables and constraints. - Outline options and recommend courses of action and priorities for changes. - Organize and facilitate scheduled change control meetings as needed - Track and facilitate timely decisions on changes. - Facilitate/perform scope verification and validation activities - Ensure appropriate levels of review and approval. - Communicate outcomes of scope change requests to the project team and stakeholders
Change Requester	May be - Internal to project or - External to project	- Advise Change Manager or Lead Change Evaluator of proposed change. - Provide additional information or clarification if requested. - Participate in evaluation of proposed change. - Assist in documenting proposed change.
Change Decision Maker	May be the - PM, - Project Sponsor and/or - Project Primary Advisor	- Evaluate the need for scope change requests. - Evaluate options and recommended courses of action for changes. - Approve or reject scope change requests. - Accept project deliverables

7.8 Documenting Change Requests

All CRs tracked by the PM using the change control logs, (QRP Project Change Control Management Log).

7.9 Tracking and Monitoring Change Requests

The process for tracking and monitoring CRs throughout the project's lifecycle includes weekly review of logs for "color-coded" and highlighted items which indicate d a priority issue posing a project risk.

7.10 Emergency Changes

Any items meeting the criteria as "Critical" priority need immediate coordination with the project sponsor and Primary Project Advisor for action.

7.11 Supporting forms

The following two forms support the change management process and the location can be found:

Baseline Archived	**Box.com F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\1 Integration Mgt\Change Management Plan**
Execution OneNote	**An image and embedded Change Control form is available within OneNote**

8. Quality Management Plan

8.1 Quality Management Approach

Due to the academic nature of this project, two quality measures used..

1. Academic advisors provide feedback throughout project lifecycle during scheduled intervals for:
    a. PM Plan – 686a
    b. Final Project Report – 686b
2. Through product customers satisfaction and feedback during the testing process during Phase 3 – Execution
    a. Project's deliverable, the QRP – 686b

Quality approach for academic purposes are subjective to the syllabus direction and Rubric measurement criteria. However for the QRP product, the quality will be subjective to the observer for what their preferences are. Therefore, some guidelines have been set forth to mitigate subjectivity and ensure a quality QRP is produced with the specific purpose of ensuring responders are prepared to handle stakeholders within a response organization.

PM has ultimate authority to determine what level of quality is within project resources means for timely project completion. QRP quality parameters have been documented within the RTM for acceptance criteria.

8.2 Quality Objectives and Standards Identification

To ensure quality is achieved, conducting the following activities will help to ensure the highest level of customer satisfaction is achieved.

1. Interviews – a question will be asked of whether or not they – as a customer – would like to have a QRP as a reference during a response. It's anticipated they will provide a "wish list" of items they would like to see integrated into the product.
2. Test phase will allow additional comments to be made resulting in a higher level of understanding their expectations, which results in a higher acceptability of the product.

A number of control mechanisms such as the change management process, issue logs, risk registers, stakeholder register and configuration logs will assist to ensure ALL products developed within the lifecycle of this project are maintained to a consistent and connected quality.

8.3 Project Review and Assessment

Specify the types of project reviews that are directly related to project quality, including frequency, tools used, reviewer(s), and the report(s) that will be generated as a result of the review.

The primary mechanism for review and assessment of project are the PPM's for each phase of this project with the exception of Phase 2 – Research.

Review Type	Frequency	Tools	Reviewer	Reports
PPM	4 – Initiating and Planning	Upload to Blackboard	Academic Advisor	PPM and Status updates
PPM	4 - Execution	Upload to Blackboard	Academic Advisor	PPM and Status updates

If project's academic deliverables do not meet the necessary quality as governed by syllabus then a No-Go or deferment is issued to PM. This could be for a variety of reasons, but all relate to quality (Project Management skill and knowledge level).

8.4 Process Improvement Activities

In order to continually assess the project's deliverables and milestones a few processes have been established and will continue throughout the project's lifecycle.

1. Academic advisor conferences to provide real-time assessment of project status (to including quality) where positive and negative critique are provided back to ensure expectations are met.
2. Once PPM's have been submitted, PM will get feedback to the quality and recommendations for improvement or go as is.
3. Visual Assessment. Within several logs designed to monitor progress there are color coded boxes that when a threshold is met, the color will indicate and action be taken. For quality this action could indicate a change needs to be made.

9. Communications Management Plan

9.1 Communications Management Approach

A number of communications protocols will be used throughout out the project lifecycle. There are two primary audiences to be communicated with:

1. Academic (per PM 686a and b syllabus) and they include status updates
    a. 3 – Minute status Update Briefings
    b. Frequent teleconferences with Primary Advisor
    c. Communications with the project committee members
2. Project – for external communications there are a number of different types of audience that will require frequent communications.
    a. Internal project team, Sponsor, team, editors See Section 2.1.
    b. External Key Stakeholders for research – Interviews and Surveys

9.2 Communications during research following IRB Rules

Based on project-specific methods, describe how project stakeholders and information requirements are identified and organized in order to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among project stakeholders. A Communication Register or its equivalent is developed as part of this section. Note that an agency-equivalent Communication Register must include, at a minimum, the information identified in the Communication Register Framework supplemental tool.

9.3 Communications Vehicles

The Communications Action Matrix is used to define details regarding the communications activities that are used during the course of the project. The matrix is developed and maintained by the PM.

Table 16: Communications Action Matrix

Vehicle	Target	Description Purpose	Frequency	Owner	Distribution Vehicle	Internal / External
3-Minute briefing	Class academic advisor	Provide an "elevator beefing to advisor and provide update to class	Each Class	PM	Briefing form	Internal
PPM Submission	Class academic advisor	Quality check for meeting milestones	4 times per semester	PM	As per Syllabus	Internal
Teleconference with Advisor	Advisor	Update advisor on any issues before deadline	Every 2 weeks	PM	Cell and office phone	Internal
Teleconference with Sponsor	Sponsor	Update sponsor on project and any potential issues or discuss iterative expectations	As need or min of every 3 weeks	PM	Cell phone	External
Interviews	Key Stakeholders	To gain insight from target customer	Once	PM	Cell, email, or in person	External

Vehicle	Target	Description Purpose	Frequency	Owner	Distribution Vehicle	Internal / External
Surveys	Key Stakeholders	To gain insight from target customer	Once	PM	Cell, email, or in person	External

9.4 Project Meetings

There will not be many meetings as the primary resource for this project is solely the PM. Had there been additional man power resources, a Human Resources Plan with additional mechanism to manage various options.

Table 16: Project Meetings

Meeting	Description Purpose	Frequency	Owner	Internal / External	Comments / Participants
Classes	Academic requirement	Per syllabus or 686a and 686b	Academic Advisor	Internal	Only PM
Initial Kick off meeting	Meet sponsor face to face and discuss expectations	Once	PM	External	PM and sponsor
Interviews	Research	Once per targeted key stakeholder	PM	External	PM and agency stakeholder
Project Meeting prep	Period of time for PM to review update logs such as - Timesheet - Risk / Issue Log - Configuration Log - others as needed	Every two weeks or as needed	PM	Internal	If risk is realized then will report out sooner
Project Meetings	The project Meetings are a period of time for the PM (team) to review Registers and logs	Every two weeks	PM	Internal	Time frame for reviewing and updating PM items

9.5 Project Reporting

Project reporting will happen at regularly scheduled intervals as indicated by the below matrix. As additional requirements for reporting come to fruition, they must be recorded below.

Table 17: Project Reporting

Report Name	Description Purpose	Frequency	Owner	Internal / External
3- Minute Briefing	Provide an "elevator beefing to advisor and provide update to class	Each Class	PM	Internal
Advisor Telephonic meeting	To provide advisor status of any current issues between normal reporting	As needed	PM	Internal

10. Stakeholder Management Plan

10.1 Stakeholder Identification Objective

This is a stakeholder identification project where the Alaskan Unified Plan Annex B will be assessed from currently listed stakeholder and recorded on the initial stakeholder register. The project Phase 2 – Research is intended to research literature beyond what is solely listed within Annex B and look for other regulatory stakeholders that have a stake during a response to a pollution threat or actual discharge but are not included in the document. Also in scope is to determine what stake these stakeholder have during a thread or actual discharge of pollution within the state of Alaska. During the lifecycle of this project additional stakeholders will be identified and added to the register for the final development of supporting documentation leading the development of the QRP.

10.2 Stakeholder Management Methodology

The stakeholder management strategy for this project will follow Lynda Bourne's 5-step process; 1) identify, 2) prioritize, 3) visualize, 4) engage and 5) monitor stakeholder. Each stakeholder will be classified to determine their power, interest and potential influences to the Unified Command. The research component of this project is to assess the attitudes for receptiveness and support; how they fit in relationship to each other and the project deliverable itself. Lastly a communication analysis will be included for how to best optimize support for this project.

By properly using this process and strategy, additional alignment of stakeholder needs and requirements will be established through stakeholder's desired communications – which will gain additional support by congruency of those involved and transparency of project progress.

10.3 Stakeholder Framework

10.3.1.1 Gathering Identification Information

During 686a class – Initiating and Planning, an initial reviewed assessment for Annex B was conducted using key word and visual search and identified stakeholder were added to the initial stakeholder register for key agency stakeholders.

For Phase 2 (Research) and Phase 3 (Execution), new stakeholder will be discovered and placed on the stakeholder register. For each stakeholder listed, there must be a regulatory reference to provide by government website or other publically available document.

The process is below:

Step 1 - Properly ***identify*** stakeholder that have proximity[1] to the project; their organization, position/title; location; project role, and contact information

Step 2 – ***Prioritize*** each according to their individual stake in the project and their category of involvement (e.g. business contributor, unit contributor, project stake, etc.)

[1] Proximity – 4 levels of related to amount of time stakeholder spends on project.

10.3.1.2 Assessment Information

Step 3 – Properly categorize for diagnostic ***visualization*** of each stakeholder for their project requirements and expectations. This will include major requirements, measure of success, expectations, primary concerns, and any other information.

10.3.1.3 Classification

Step 4 – Gather analytical information for their relationship to and ability to impact the project – to ***engage*** the stakeholder. This will include specific and measurable information such as their power & interest; Urgency[2], proximity, priority[3], their current level of engagement – level of support & receptiveness, and finally their direction of influence – internal or external & direction of influence[4] (upward, downward, sideways, outward). The output will be a Stakeholder Circle© as coined by Lynda Bourne and described in her book *Stakeholder Relationship Management – A Maturity Model for Organizational Implementation*. See appendix for Circle visualization.

10.3.1.4 Communication's

Step 5 – Effectively ***monitor*** stakeholder their preferred method of communications. This includes documenting the following: Mode, frequency, level of detail, format and finally as an extra added measure of communication interactive information – to identify their conflict resolution style.

10.4 Stakeholder Identification and Prioritization

10.4.1 Identification

Stakeholders for this project include the following four categories:

1) Category 1 - Unified Command and their Representatives
2) Category 2 - Federal and State Natural Resource Trustee Agencies
3) Category 3 – Responsible Party (High potential polluters such as maritime transportation and oil and gas industries)
4) Category 4 – Response Contractors

Stakeholders will be identified form within the Annex B and throughout the Unified Plan as well as other reference documents found in publically available places.

The following criteria will be used to determine if an organization will be included as a stakeholder:

1) Is the organization listed within the Unified Plan? Y / N
2) Are they either Federal or State? Y / N
3) Do they have a stake (regulatory obligation) during a threat or actual response to pollution?

[2] Urgency – 5 levels related to their value and action-ability to the project
[3] Priority – the sum of Urgency and proximity to the project
[4] Lynda Bourne; 55

If the answer is yes to all of the above, then this stakeholder meets the ci

Any individual who meets all of the above criteria will be identified as a stakeholder for the QRP product.

Key stakeholders from each organization will be identified with at least one alternative representative for survey and/or interview

NOTE: There are many hundreds of stakeholder that are impacted both positively and negatively from oil spills, therefore, the stakeholder register will only list those stakeholders that have a regulatory stake to pollution response. In other works they are not a risk to this project's or the outcome.

10.4.2 Prioritization

Prioritization will occur after the stakeholder register has been completely filled out with Assessment (requirements of the project) and their classification (urgency and proximity to the project). This information will be inputted to the Stakeholder Circle where the output will be a Stakeholder Circle© for a visualization and categorically prioritized list of all stakeholders and their relationship to the project.

10.5 Stakeholder Visualization and Analysis

10.5.1 Visualization

In order to best visualize the different stakeholder's and their impact to the project, the Stakeholder Circle© method by Lynda Bourne will be used. Using this method and coupled with the Stakeholder process, the project team can initially identify the stakeholders Assessment (requirements) and Classifications (urgency and proximity) to the project.

10.5.2 Analysis

Analysis for this project includes gathering, collecting and documenting stakeholder information using the flowing research techniques. For the research plan refer to section

- Literary research for key words – Online
- Interviews – In person
- Survey – email set to key agency stakeholder

Once all research from Phase 2 have been completed, all information will be analyzed using the established stakeholder registers and Stakeholder Circle© Software. This information will be added to the academic deliverable for QRP supporting Reference Material that will eventually be included into the actual QRP Product.

10.6 Stakeholder Engagement

10.6.1 Stakeholder Support Matrix

Critical to the success is how to best communication with the stakeholder for determining their support and receptiveness to the project – both internal stakeholder for support and external for their donation. However, each volunteer and past scout (who represents the working business) as potential donors.

The below chart represents the stakeholders and their level of support

Figure 7: Initial Stakeholder Engagement Matrix

Stakeholder Engagement Matrix											
Stakeholder	Project Role	1 Unaware		2 Resistant		3 neutral		4 Supportive		5 Leading	
Internal stakeholders											
LuAnn Piccard	Primary Advisor							4	4		
Roger Hull	Committee Member							4	4		
Walter Almon	Committee Member					3	3				
Steven Russell	Project Sponsor							4	4		
Shann Miller ADNR	Project Team							4	4		
External Stakeholders											
Oil & Gas companies Sample - Darrell Becker		1							5		
Alaska Regional Response Team (ARRT)		1							5		
U.S. Environmental Protection Agency		1							4		
U.S. Coast Guard		1							4		
U.S. Department of the Interior		1							4		
U.S. Department of Commerce		1							4		
U.S. Department of Commerce - Scientific Support Coordinator		1							4		
U.S. Department of Agriculture		1							4		
U.S. Department of Homeland Security - Federal Emergency Management Agency		1							4		
U.S. Department of Defense		1							4		
U.S. General Services Administration		1							4		
U.S. Bureau of Safety and Environmental Enforcement		1							4		
Pipeline and Hazardous Materials Safety Administration		1							4		
U.S. Fish and Wildlife Services		1							4		
DOI - Bureau of Indian Affairs		1							4		
DOI - National Parks Service		1							4		
U.S. Army Corp of Engineers		1							4		
Alaska Department of Environmental Conservation		1							4		
Alaska Department of Natural Resources		1							4		
Alaska Department of Fish and Game		1							4		
Global Diving		1							4		
Alaska Chadux		1							4		

10.6.2 Stakeholder Engagement Profiles

Critical to the success is assessing how to effectively communicate with the stakeholder in order to determine their support and receptiveness. The legend below defines the support and receptiveness (attitude) for each stakeholder.

Ratings for support

Support

5. Active support: provides positive support and advocacy for the activity
4. Passive support: supportive, but not actively supportive
3. Neutral: is neither opposed nor supportive.
2. Passive opposition: will make negative statement about the activity, but not do anything to affect it's
1. Active opposition: is outspoken about opposition to the activity, and may even act to promote failure or

Ratings for receptiveness

Receptiveness

5. High: eager to receive information
4. Medium: will agree to receive information
3. Ambivalent: may agree to receive information
2. Not Interested: not prepared to receive information
1. Completely uninterested: emphatically refuses to receive information.

Commented [A13]: Not

Commented [A14R13]: not too thrilled about these ratings. suggest Definitely Insterested, Interested, ambivilent

Commented [A15R13]:

Commented [A16]:

11. Schedule Management Plan

The schedule management plan is intended to guide the PM and team to complete all project deliverables within the time constraints of the established lifespan. Moreover, this plan establishes how the schedule will be monitored and reported on both an academic and project team requirement.

11.1 Scheduling overview

This project is an academic project where 100% of the work will be completed in the PM's spare time; after a normal 40-60 hours work-week and in between family obligations. This project's greatest challenge is to manage all the tasks and find creative ways to report on scheduling status with limited resources to complete all work.

11.2 Assumptions/Constraints/Risks

These align with the project charter and the Risk Management Plan and supporting Risk Register. The points listed below are more specific to scheduling than to the project as a whole.

11.2.1 Assumptions

These assumptions pertain to scheduling. They are also risks that have been annotated on the Risk Register.

- The project – including research – will take no longer than April 2016 to complete.
- The PM is the primary resource for the completion of all planning, research, execution, drafting and finalization of 95% of deliverables. This is a risk that could result in downsizing of scope. See Risk Register.

11.2.2 Constraints

These constraints pertain to scheduling. They are also risks that have been annotated on the Risk Register.

- Currently no budget exists for this project.
- All resources are personal property of PM
- The schedule is set by academic Project Progress Milestones (PPM) for
    - Project Management class 686a – Initiation and Planning
    - Project Managements class 686b – Execution, Monitoring & Controlling, and Closeout.
- The PM has a full time job 40-60 hours per week. This project will be planned and executed using his off working hour's schedule – (let's not forget the family).

11.2.3 Risks

The 3 top risks to this project are schedule related. Due to the time constraints of the single resource – PM - performing 98% of project work, the scope or quality would be decreased through the Change Management process.

11.3 Scheduling Approach

The scheduling approach for meeting all deadlines – including all PPM's (four PM 686a and four PM 686b, project milestones for research and deliverables) have been placed on the master task list or WBS. Time – Work - estimates have been placed by each task and will try to be adhered to. For the actual date the work is to be performed is the trick area that will have to be done as time comes available to perform a particular task.

During PM 686a (Phase 1); the tasks dependencies are Start-to-Start.

During PM 686b (Phase 2 – research); the task dependencies are a combination finish-to-start and start-to-start depending on the activity.

For example, during research period an interview needs to occur before the results an be analyzed. Simultaneously the QRP supporting reference materials will be developed using the literary research and results of available survey's and interviews.

During PM 686b (Phase 3 – execution); the task dependencies will be primarily start-to-start; due to the iterative nature of developing the QRP product,

The only set dependencies are each academic PPM's

11.3.1 Task Definition

A task is defined on the WBS Dictionary at the 4th level.

			WBS Dictionary	
Level 1	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Project Name	Phase 1,2, 3	Task description	Work Package Level – *Detailed description*	Note: any task at this level does not need a WBS Dictionary
Example				
		Develop PM Plan	Develop Schedule Management Plan	

11.3.2 Estimated Level of Effort

The level of effort was tested during the PM 686a (Phase 1). Through recording changes to schedule, it has been determined approximately 25% extra time will need to be allotted to each tasked in order to ensure the task is completed with the expected quality to scope.

11.3.3 Resource Allocation

The PM is the sole resource for accounting time worked.

11.3.4 Methods & Tools

Looking forward to 686b there are two levels of measurements

The first method will be required to be completed and will use the established “timesheet” within OneNote, which has been established to document estimated and actual durations with a note section to document reason for variance. To address high risk not being able to complete a scheduled task on a planned day, PM will use MS Projects to plan / list all tasks in order, but instead of using MS projects to track tasks in sequential order, PM will copy WBS from MS Projects and copy to OneNote in the form of a modified timesheet planner. When a task is planned, the task will be “copied” and “pasted” to anticipated day or day’s task is scheduled to be completed based on anticipated duration. The WBS portion will be Text will “struck through” to indicate task is in progress. When tasks is competed the actual duration will be placed to indicate task has been completed. This type of scheduling and task management is a Kanban style of managing tasks in project management.

The second method is not required but recommended for learning. Using Microsoft Projects the project work times will be estimated based on learning points from 686a and applied to the execution schedule baseline. Once baseline has been set, Work Performance Index (WPI - $1 per hour worked for CPI) by Level of Effort resulting in the WPI number that will be reported during the scheduled PPM Status reports. See Communications Management Plan.

Table 18: Rough Order of Magnitude

Activity	Estimated Resource Hours
Phase 1 – 686a (Sept – Nov 2015)	**Total @ $140 - $180**
PPMa#1 - (2 wks)	20 – 30 hrs($1/hrs) = $20-$30
PPMa#2 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
PPMa#3 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
PPMa#4 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
Phase 2 – Research (Dec – Jan 2016 - Time between PM 686a and PM 686b (3 wks)	**30 hrs($1/hrs) = $30**
Phase 3 – 686b (Jan – Apr 2016)	**Total @ $120 - $160**
PPMb#1 - (1 wks)	20 – 30 hrs($1/hrs) = $20-$30
PPMb#2 - (2 wks)	20 – 30 hrs($1/hrs) = $20-$30
PPMb#3 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
PPMb#4 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
Total Hours/cost for project:	***$290 - $370***

Schedule based on 14 hours available per week (8 weekend / 6 weekdays)

11.4 Schedule Management

This PM Plan represents a baseline for scope and schedule – schedule being the one set item within the triple constraint. During the course of Phase 2 – research and Phase 3 – Execution there will be changes to both baselines that will need to be made. Both are acceptable as long as the Change Management Process followed. The PPM Status Reports represent milestones that MUST BE MET. If scope needs to be reduced in order to meet the schedule constraint; this is acceptable Determine Schedule Changes

During the course of this project if the schedule is out of order or needs to be modified for ANY REASON, follow the Change Management process. During the lifecycle of Phases 2 & 3 the project schedule will most likely need to be fast- tracked due to set schedule.

NOTE:
Fast Tracking is a technique that involves doing critical path activities in parallel that were originally (schedule baseline) planned as a series.

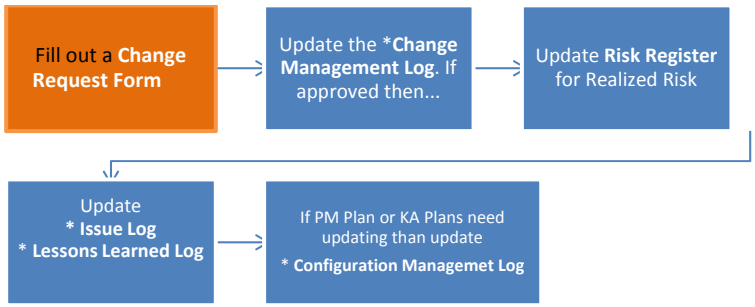
11.4.1 Obtaining Agreement on Schedule Changes

For changes to schedule, the change shall solely be at the discretion of the Projected Manager due to the complexity and risk of completing all project tasks between each PPM. As long as scheduled changes is briefed during the class 3-minute update a change is acceptable.
However, if a schedule changes as a result of a deliverable (scope) change, than this poses a more substantial change to both scope and schedule baselines and will require formal Primary Advisor (Change Control Board (CCB) President) review and approval as well as informing the project sponsor of the change and resulting consequences.

11.4.2 Managing Schedule Changes

When a change to the schedule needs to be made, the following process and logs must be updated to reflect the change. By using this process all changes will be accurately documented and will follow a process that can be accurately annotated into the Final Project Report (PM 686B deliverable).

Figure 8: Change Management and Updating Logs Process



11.4.3 Measuring & Reporting Schedule Performance

Due to the academic nature of this project, the measurement and reporting throughout Phase 1 and 3 will be reported by the following two methods as described within the Communications Management Plan.

1) PPM's
2) 3-Minute in class Briefings

During these briefings the WPI will be briefed out through MS Project Status reporting by WPI (CPI). All variations will be summarized and explains for any measurement not at zero.

11.5 Schedule Milestones

The table below summarizes the key project (academic and project) milestones. All PPM's and Go-No/Go cannot be changed.

Table 19: Milestones

Milestones/Deliverables (WBS Appendix R)	Planned Completion Date
PPMa #1 (686a)	September 11, 2015
PPMa #2 (686a)	October 2, 2015
PPMa #3(686a)	October 23, 2015
IRB Proposal Submitted (N/A)	October 23, 2015
Go/No-Go #1	October 28, 2015
PPMa # 4 (686a)	November 20, 2015
Go/No-Go #1	November 20, 2015
(686r#1) Completion of Literary Research	November 30, 2015
(686r#2) Completion of Survey questions	December 31, 2015
(686r#3) Completion of Interviews	January 31, 2016
Fully developed Organizational Breakdown Structure (OBS) and Cross Functional Flow (Swim Lane) Chart	January 2016
Fully developed Stakeholder Register	January 2016
On-Scene Coordinator Conference – Proof of Concept Presentation	January 5, 2016
PPMb#1 (686b)	February 4, 2016
PPMb #2 (686b)	February 26, 2016
Completion of QRP Supporting Reference Materials	January 2016
Completion of QRP Product	January 2016
Go/No-Go #1	March 2, 2016
PPMb #3 (686b)	March 18, 2016
PPMb #4 (686b)	April 8, 2016

12. Configuration Management Plan

12.1 Configuration Management Approach

Configuration management is one of the knowledge Areas that will measure changes from the original baseline throughout the lifecycle of this project once PM Plan has been approved.

The process for making changes within the approved project management plan, including supporting plans such as knowledge area plans and research methods, description, etc. on the Configuration Management Log.

The PM determines if change requires attention of Primary Advisor. Otherwise most changes will be to the discretion of the PM

12.2 Configuration Management Tools and Environment

A configuration management log has been established and will be used to track changes. Log located in two places.

Baseline Archived	**Box.com** **F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\1 Integration Mgt\Configuration Mgt Plan**
Execution OneNote	**QRP Project Phase 3 – Monitoring and Control – Configuration Management Log**

12.3 Configuration Control

For changes to any plan or verbiage within this PM Plan, the changes recorded in the Configuration Management Log.

12.4 Status Reporting (PPMs)

The required PPM's and milestones as identified with both 686a and 686b will be the status reports for configuration.

12.5 Audits and Reviews

During each PPM submission, a grade will be provided to author of any missing items or not.

13. Performance Management

13.1 Performance Management Approach

Project performance is based on managing the performance of the **schedule** and **scope**. The incentive for the timely completion of this project, as well as, the quality of scope include:

- ✓ PM graduates on time
- ✓ Sponsor and professional community sees the results of project
- ✓ PM gains better insight to his management style.

13.1.1 Objectives & Standards

The PM is responsible to ensure all deliverable are monitored within tolerances of risk. The PPM's will help to ensure project stays on track with specific academic deliverables.

Table 20: Traceability of Information Needs to Measure Objectives

Deliverable	Measurement Objective	Information Need	Performance Measure (Threshold)
Knowledge Area Applications and Measurement	Measurements found in Section 3.3 Estimation Methods, and Estimates	Measurements found in Section 3.3 Estimation Methods, and Estimates	These can vary depending on the PM's need to assess the learning objectives from PPM to PPM.
All PPM's	Timely and complete PPM's	Grade to confirm all requirements submitted	All requirements are submitted
PM Plan (Academic)	- Conforms to syllabus - Timely completion	Timely feedback from advisor	Approval by Primary Advisor
Survey's (Academic)	One of each categorical group agrees	50% of identified stakeholders respond positively	Completion of Radar Chart
Interview's (Academic)	One of each categorical group agrees	50% of identified stakeholders respond positively	Completion of Radar Chart
QRP Supporting Reference Materials (Academic)	If the QRP project is between 2 – 6 pages, than this reference should be approximately 4 pages per 1 page of QRP		The minimum requirement: - Stakeholder Register - Swim Lane chart

Deliverable	Measurement Objective	Information Need	Performance Measure (Threshold)
Final Project Report (Academic)	- Conforms to syllabus - Timely competition		Approval by PM Department
QRP (Deliverable)	- Customer usability - Customer understandability		Meets development milestones

13.1.2 Roles & Responsibilities

The PM is responsible to ensure performance is on track and within specific tolerances.

Table 21: Roles & Responsibilities

Name	Role	Responsibility
Jeff Estes	PM	Performance Manager
LuAnn Piccard	Primary Advisor	Mentor and advisor

14. Risk Management Plan

14.1 Risk Management Approach

Risk management is crucial to the project success. Early anticipation of risks could impact the project success and greatly assist PM and team by decreasing interruptions and increasing effectiveness ultimately

The QRP project is academic in nature and will be governed by the project management department's use of a syllabus outlining key milestones and status reporting mechanisms. This mitigates a good majority of early risk as this academic devices count as Organizational Process Assets (OPA) of which the PM has not tried and true OPA. Other PM Plan templates and subsidiary Knowledge Area plans have been collected from various internet sites and tried during previous academic classes with success. Numerous spreadsheet have also been crafted for this particular project and will be used for the first time.

14.1.1 Assumptions

- PM has necessary Risk management skills to manage a project of this size.
- Project Committee will be able answer specific risk related questions
- Project is small enough with minimal resources that qualitative risk assessment will not be needed.
- Scheduling will be the highest risk

14.1.2 Constraints

- The schedule is fixed by academic Project Progress Milestones (PPM) for
  - Project Management class 686a – Initiation and Planning
  - Project Managements class 686b – Execution, Monitoring & Controlling, and Closeout.
- The PM has a full time job 40-60 hours per week. This project will be planned and executed using is off working hour's schedule – (let's not forget the family)

14.1.3 Risk

- Schedule slips due to PM's full time job.
- Project Management Plan will not have every detail necessary to manage the project.

14.2 Process

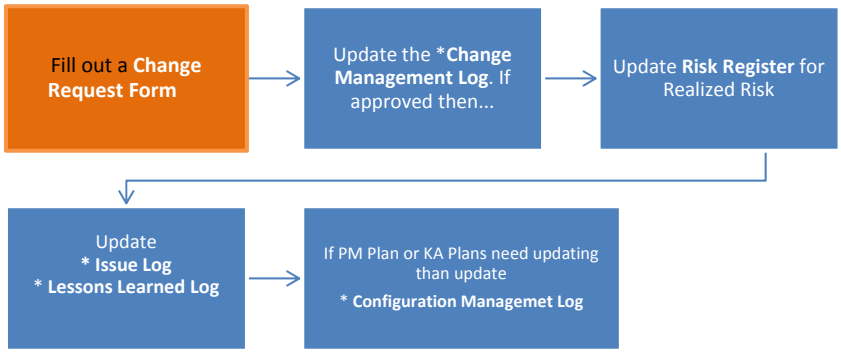
If a risk is either identified from the risk register or recognized as a potential risk. Either way, the risk shall be response to by one of two actions:

A. A Realized risk is updated in the Master Risk Register and acted upon or
B. A new Realized risk is added to the Master Risk Register and acted upon.

The process or responding to a risk fall into two categories as follows:

A. A realized risk that is listed on the risk register will have mitigating actions and will mostly likely not require a Change Request.
B. A realized risk that is NOT on the risk register and does NOT have any pervious mitigation strategies. For these risks a change request might be the correct course of action. If this is the case then the following Change Management process as outlined in Section 6 shall be followed.

Figure 9: Change Management and Updating Logs Process



14.3 Roles and Responsibilities

This project is relatively small and the responsibilities mostly reside with the PM. However the responsibilities not matter how small a project must be outline in order to avoid any potential misunderstanding between those who are involved with the project. Below, is a table outlining the relationships between project Roles and Responsibilities. Those roles conducted by the PM will be annotated with (PM).

Table 21: Roles and Responsibilities

Role	Responsibilities
Project Manager (PM)	Accountable for RM planning and ensuring the process is implemented and followed. The PM will assign a Risk Manager/Coordinator to the project, and identify this individual on the project's organization chart. The PM will be involved in the initial risk identification, analysis, and risk response activities and then focus more on monitoring and control.
Risk Manager/Coordinator (PM)	Accountable to the PM and acts on the PM's behalf for managing and coordinating the RM activities on the project. This function may be performed by the PM based on the size and complexity of the project.

Role	Responsibilities
Project Sponsor	Responsible for realization of project benefits and should be involved in the RM process, especially at the start, when it is important to understand the challenges the project faces. The sponsor will be invited to risk activities at regularly scheduled intervals throughout the project lifecycle.
Project Team	Responsible for identifying and analyzing risks. Some team members will be assigned as Risk Owners and will be responsible for risk mitigation planning and tracking.
Risk Owner	Responsible for managing the risk assigned by the PM or Risk Manager/Coordinator. Their primary responsibility is to develop mitigation, contingency, and fallback plans, perform the steps of the mitigation plan and report progress to the Risk Manager/ Coordinator. The Risk Owner will ensure the documentation on the assigned risk(s) is accurate and obtain enough supporting information for analysis to ensure the risk(s) is/are understood and properly prioritized.
Stakeholder	Responsible for bringing unique perspectives to risk identification analysis, mitigation planning and staying involved in the risk tracking activities. They assist in identifying and determining the context, consequence, impact, timing, and priority of the risk. They will be invited to risk activities, as required, and risk owners will involve them in risk mitigation planning.

14.4 Risk Identification

Risk Identification will involve the Project Team, appropriate Stakeholders, and will include an evaluation of environmental factors, organizational culture and the Project Management Plan (PM Plan) including the project scope, schedule, cost, or quality. Careful attention will be given to the project deliverables, assumptions, constraint, WBS, Work/effort estimates, resource plan, and other key project documents.

14.4.1 Methods for Risk Identification

The following methods may be used to assist in the identification of risk associated with this project. And will be used iteratively throughout the entire project lifecycle.

- Brainstorming
- Structured Reviews
- Sticky Notes
- Affinity Diagrams
- Checklists

- Risk Breakdown Structure (RBS)
- Assumption and Constraint Analysis
- Expert Interviews
- Lessons Learned

A Risk Register will be generated and updated as needed and will be stored electronically in the project archive on Box.com.

14.5 Risk Analysis

All risks identified will be assessed to identify the range of possible project outcomes. Risks will be prioritized by their level of importance and can be found within the Risk Register.

Qualitative risk assessment is the primary risk analysis to be performed for this project.

14.5.1 Qualitative Risk Analysis

The probability and impact of occurrence for each identified risk will be assessed by the PM, with input from the Project Team using the following approach:

- Probability - is the likelihood that a risk will occur.
- Impact - is the consequence the risk will have on the project when it does occur.

Risks are evaluated against a standard impact/probability scale using a clearly defined range, as identified in Table 2 to decrease the ambiguity between different definitions of High, Moderate, and Low impact and results in a clearer picture of the High priority risks. Risks with High impacts and probabilities are those that need to be addressed first.

Table 22. Risk Exposure Rating

Risk Exposure Rating	Description	Color Code
HIGH (H)	Unacceptable. Major disruption likely; different approach required; priority management attention required.	**Red**
MODERATE (M)	Some disruption; different approach may be required; additional management attention may be needed.	**Yellow**
LOW (L)	Minimum impact; minimum oversight needed to ensure risk remains low.	**Green**

Probability

Upon the initial assessment of risk – either early recognized potential risk or realized risk – shall be qualitatively assessed for exposure.

Table 23: Probability of Occurrence Rating

Rating	Value Assigned	Probability of Occurrence
Near Certainty	**0.90**	**~90%**
Highly Likely	**0.70**	**~70%**
Likely	**0.50**	**~50%**
Low Likelihood	**0.30**	**~30%**
Not Likely	**0.10**	**~10%**

Impact

Upon the initial assessment of risk – either early recognized potential risk or realized risk – shall be qualitatively assessed for impact. See risk Register.

Table 24: Rating and Types of Impact Criteria

Rating	Value Assigned	Program Impact	Technical Impact	Schedule Impact
Marginal	**0.05**	Remedy will cause program disruption	Performance goals met, no impact on program success	Schedule not dependent on this issue; no impact on program success; development schedule goals not exceeded or not dependent on the issue
Significant	**0.10**	Shorts a significant mission need	Performance below goal, but within acceptable limits. No changes required, acceptable alternatives exist, minor impact on program success	Non-critical path activities late; workarounds would avoid impact on key and non-key program milestones; minor impact on program success, development schedule goals exceeded by 1-5%
Serious	**0.20**	Shorts a critical mission need	Performance below goal, moderate changes required, alternative would provide acceptable system performance, limited impact on program success	Critical path activities one month late; workarounds would not meet program milestones; program success in doubt; development schedule goals exceeded by 5-10%
Very Serious	**0.40**	Potentially fails key performance parameter	Performance unacceptable; significant changes required; possible alternatives may exist; program success in doubt	Critical path activities one month late; workarounds would not meet program milestones; program success in doubt; development schedule goals exceed by 10 -15%
Catastrophic	**0.80**	Jeopardizes an exit criterion of current acquisition phase	Performance unacceptable; no viable alternatives exist; program success jeopardized	Key program milestones would be late by more than 2 months; program success jeopardized; development schedule goals exceeded by 20%

Project Root Cause identification and analysis integrates the technical performance assessment, schedule assessment, and cost estimates using established risk evaluation techniques. Each of these risk categories (schedule and performance) has activities of primary responsibility, but is provided inputs and support from the other two risk categories. This helps to keep the process integrated and ensures the consistency of the final product.

Table 5, Risk Matrix, identifies the distribution of High (H) (red cells), Moderate (M) (yellow cells) and Low (L) (green cells) Risk Exposure Rating to be used when analyzing a risk. Projects shall use this Risk Matrix or tailor it to better fit the size and scope of specific projects or management practices of the organization.

Table 25: Risk Matrix

PROBABILITY						
	Near Certainty (0.9)	0.045	0.09	0.18	0.36	0.72
	Highly Likely (0.7)	0.035	0.07	0.14	0.28	0.56
	Likely (0.5)	0.025	0.05	0.1	0.2	0.4
	Low Likelihood (0.3)	0.015	0.03	0.06	0.12	0.24
	Not Likely (0.1)	0.005	0.01	0.02	0.04	0.08
		Marginal (0.05)	Significant (0.1)	Serious (0.2)	Very Serious (0.4)	Catastrophic (0.8)
		IMPACT				

Risks that fall within the RED and YELLOW zones will have risk response plan which may include both a risk response strategy and a risk contingency plan.

14.5.2 Quantitative Risk Analysis

Quantitative Risk analysis will not be used for this project.

14.6 Risk Mitigation Planning

Each major risk (those falling in the Red & Yellow zones) will be assigned to a Risk Owner for monitoring and controlling purposes to ensure that the risk will not “fall through the cracks”.

For each major risk, one of the following approaches will be selected to address it:

- **Risk Avoidance:** Make changes to the project plan to eliminate the risk or to protect the project objectives from its impact by eliminating the cause. An example is a change in scope, change in technical approach, or the addition of resources to avoid or eliminate the risk.
- **Risk Transference**: Transfer responsibility and ownership of the risk to an outside resource or organization. An example is contracting out a specialized technical component when the Project Team lacks the skills.
- **Risk Acceptance:** Acknowledge the existence of the risk and accept its consequences if it occurs. An example is the acceptance of schedule or cost overrun and developing a contingency plan to execute if the risk occurs.

- **Risk Mitigation (Controlling):** Incorporate the ongoing monitoring and handling of risks throughout the life of the project to reduce the impact or probability of the risk. These mechanisms involve the use of reviews, possibly adding milestones, and development of counter measures and cost estimates. Introducing new processes or procedures to lessen the probability of producing a product that will not work or will not be accepted by users is a good example of risk mitigation.

When looking to exploit opportunities identified during the risk process the strategies include:

- **Exploitation of opportunities -** Increase the opportunity by making the cause more probable.
- **Enhancement of opportunities -** Increase the expected time savings, technical - solution, quality or cost savings by increasing the probability or impact of its occurrence
- **Acceptance of opportunities -** accept the good fortune
- **Sharing of opportunities -** keep the opportunities - don't transfer them elsewhere.

For each risk that will be mitigated, the Project Team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include prototyping such as developing proof of concept, adding tasks to the project schedule, adding resources, etc. Any secondary risks that result from risk mitigation response will be documented and follow the risk management protocol as the primary risks.

For each major risk that is to be mitigated or that is accepted, a course of action will be outlined in the event that the risk does materialize in order to minimize its impact.

14.7 Risk Monitoring, Controlling and Tracking

14.7.1 Risk Tracking

The PM will continuously monitor the risk register for previously identified risk and track known “issues” from the Issue log for any issue that could potentially become a new risk.

Baseline Archived	**Box.com** **F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\6 Risk Mgt**
Execution OneNote	**QRP Project Phase 3 – Monitoring and Control – Risk Register**

Baseline Archived	**Box.com** **F:\1 MSPM\A-Capstone UC QRP Project\1-686A Planning\1-PMPlan WORKING\1 Integration Mgt**
Execution OneNote	**QRP Project Phase 3 – Monitoring and Control – Issue Log**

14.7.2 Risk Reporting

Unless the risk impacts both the schedule and scope simultaneously, the risk should only be brief during the normally scheduled 3-Minute briefing during class. However, this is up the digression of the PM.

14.8 Tools and Practices

A Risk Register will be maintained by the PM and will be reviewed as a standing agenda item for Project Team meetings.

Risk activities will be recorded in the Issues Logs and possibly the Risk Register.

14.9 Closing a Risk

A risk will be considered closed when it meets the following criteria:

For the generic risk the following apply:

- Risk is no longer valid
- Risk event has occurred (was it recorded)
- Risk is no longer consider

For those risk involving only minimal risk (green and yellow colors):

- The change control process will still be used if applicable.
- The PM will be able to consider these closed.
- Risk closure at the direction of the PM

For risk involving higher level risk (Red color):

- The change control process will still be used if applicable.
- The PM will need to consult with primary advisor for schedule.
- The PM will need to consult with primary advisor AND sponsor for realized risk impacting scope.
- Once they both agree with mitigation course of action then risk is closed

A Risk Register will be maintained by the PM and will be reviewed as a standing agenda item for Project Team meetings held every two weeks between project team (really just the PM).

14.1 Lesson Learned

The lessons learned Log will be captured throughout the project lifecycle.

14.2 Process Improvement

During the PMs Meeting with himself any recent lessons learned should be reviewed and reflected upon for improved process and the lifecycle of the project continued.

15. Cost and Procurement Management Plans

15.1 Cost Management

This particular project does not have a budget due to the academic nature without financial backing. There will not be any contracts or contractors associated with this project. The plan is not to track cost in any way using Microsoft Projects or any other method.

However, due to the academic nature of this project, the PM will track his time spend on the project using Work Performance Index (WPI) during the actual execution of the project – 686b – January through April of 2016 using the below allotted time between working a normal job and having other personal time commitments.

Table 26: Rough Order of Magnitude

Activity	Estimated Resource Hours
Phase 2 – Research (Dec – Jan 2016 - Time between PM 686a and PM 686b (3 wks)	**60 hrs($1/hrs) = $60**
Phase 3 – 686b (Jan – Apr 2016)	**Total @ $120 - $160**
PPMb#1 - (1 wks)	20 – 30 hrs($1/hrs) = $20-$30
PPMb#2 - (2 wks)	20 – 30 hrs($1/hrs) = $20-$30
PPMb#3 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
PPMb#4 - (3 wks)	40 – 50 hrs($1/hrs) = $40-$50
Total Hours/cost for project:	***$150 - $190***

Schedule based on 14 hours available per week (8 weekend / 6 weekdays)

15.2 Procurement Management

There is one anticipated opportunistic risk which is to have the QRP professionally pointed for a final deliverable showcase product from which it can be modeled and if customer(s) like the QRP and see a need for additional professionally printed QRP, then this will dictate another project where the product could be sold for a nominal fee.

16. Human Resources Managements Plan

This particular project does not have any resources beyond the PM – at least which will be needed to be managed.

The PM – Jeff Estes – is sole source for this project's lifecycle – PM 686a to PM 686b. The requirements for this project resource is to recognize his family upon completion of this major milestone – for all the support the family has provided over the years. This will be satisfied by having the family attend the hooding ceremony upon graduation.

Other member for this endeavor will be document editors to assist with ensuring all plans are consistent and provide the necessary flow.

They will get nothing in return:

Name	Ability and willingness to assist	Benefits
Brandi Estes	Draft Editor – Spelling and Grammar	Husband finishes on time
Lou Rivera	Draft editor - Consistency and flow	Willing to assist

17. Stakeholder Research Plan

17.1 Research Overview

This is ultimately a stakeholder identification project with the goal is to document on a consolidated pamphlet the emergency response stakeholders and their regulatory stake within a response to a pollution event within the state of Alaska. The project will be focusing on Annex B of the Alaskan Unified Plan; a joint governmental emergency response plan.

Interviews and surveys for this project are designed to ask stakeholders who are currently identified within Annex B about what their present knowledge of the plan is, and what stakeholder they currently know participate in an emergency response and what regulatory stake they have during a response effort.

17.2 Project Research Hypothesis

Of the 4 identified stakeholder categorical groups below; Group 1 and 4 local will have the most cohesive knowledge in terms of both awareness of applicable environmental regulations and who represents these regulation during a response. A project goal would be to identify this reason and provide a solution to this issue, so that others who are vital to understand their roles will have a quick reference.
The source for this hypothesis is from the PM's understanding and years of experience working with stakeholders within the following groups.

Groups include the following:

- Group 1- Federal or State Unified Command Representatives
- Group 2 - Federal & State Trustee Agencies
- Group 3 - Responsible Party (high potential of pollution industries)
- Group 4 – Response Contractors

a. **Categorical Group 1 - Federal or State Unified Command Representatives** are not necessarily aware of regulations enforced by other government agencies and have little to no motivation to better understand how OGA regulations impact a particular business such as within the Oil and Gas Industry. There could be a few reasons for this:
- See section 6 for questions.

Commented [A17]: says who....what is your source

Commented [A18R17]: This is based on myself and my motivation. I'm stereotyping myself to the group ☺

b. **Categorical Group 2 - Federal or Statue Trustee Agencies** (Alaskan -State-based) understand they have a solemn duty to protect their regulatory stake with regards to the environment (land, species, commerce, etc.). They have access to the unified Command during a response to pollution discharge when the Fed/State activate a Unified Command. But do they know this? Some do and some do not. There could be a few reasons for this:

- See section 6 for questions.

c. **Categorical Group 3 Responsible Parties** (High potential polluters – such as maritime transportation and oil and gas industries) understand how various federal &

state regulation impact their business model and try to establish relationship with those entities - if for nothing else to better understand their intent of the regulation they are delegated (entrusted) to enforce, without which the company cannot operation. There could be a few reasons for this:
- See section 6 for questions.

d. Categorical Group 4 - Response contractors (Alaskan -state- based) understand money is to be made based on regulations stipulating industries involved in either Oil and Gas and transportation have high risk of creating pollution and have in-depth understanding of local state's response environment. In turn group 4 has a higher understanding of regulations and regulators and their relationship within a Unified Command Structure. There could be a few reasons for this: See section 6 for questions.
- See section 6 for questions.

17.3 Project's Description of Research Methods

Research for this project includes:

- Online Literary Research for known stakeholder included within *Annex B* of the *Unified Plan*. Research also includes referenced documents mentioned within *Annex B* that mentions regulatory stakeholder and their stake (regulatory objective during a response).

- Interviews (qualitative analysis) - with identified stakeholders as representatives from each categorical group mentioned within the hypothesis. The propose of interviews is to gather qualitative information - what each groups knows within the confines of this project's deliverable and any information to the unified command process that is known by them but not mentioned within the plan.
    - Qualitative information help justify the project and validate the scope

- Survey (quantitative analysis) - with identified stakeholders as representatives from each group category mentioned within the hypothesis. The purpose of the survey is to gather quantitative information.
    - Quantitative information will help to produce a radar chart to graphically depict results of project's research.

17.4 Project Description of Research Approach

The approach to better understand this data:

Online literature research used to collect other sources of response- related regulations and corresponding stakeholder groups within the pre-identified categories. Research will consist of:

- Key regulatory response sources,
- Key word searches related to response and key words found in permitting language.

Survey Research used to identify common gaps between groups.

Interview Research used to:

- Identify occurrences of similar project problems addressed by this project.
- Confirm and provide further explanation from survey results

17.5 Approach for Analysis

Online Literature Research – will be used to:

- Identify regulatory stakeholders
- Identify regulations of each identified stakeholder

Survey responses serve as the primary source for qualitative analysis with results provided by Radar (Spider) Chart for visual analysis. This analysis will be used to:

- Each group receives the same questions.
- Identify gaps in awareness of the Unified Plan within each group.
- Identify gaps as identified by hypothesis.
- Assessing the combined stakeholder maturity of the intended Federal and State stakeholder group thereby providing a visual overlay of any gaps.

Interview responses serve as the primary source for quantitative analysis with results provided to further refine scope of QRP.

- Responses will be assessed within each group.
- Questions for each group will be common to each group

17.6 Questions for each group

The survey questions below are multiple-choice, qualitative questions; the questions will be analyzed using a Radar chart.

These questions are applicable to all groups:

Commented [A19]: these questions are awkward at best. there is no actual measurement...what is the point of asking if you can't take the information and measure...

- New to Alaska – Yes (5) or No (1)
- Do you know about the Alaskan Unified Plan – (5) through (2)
  - "Yes absolutely know about this plan" (5) Known Knowns – things in our plan
  - "I knew there was something just not sure"- (4) Known Unknowns – things we know we don't know
  - ""They" know so I don't have to" - (3) Unknowns Knows – assumptions
  - "I did not know it existed. (2) Unknown Unknowns
- Are you familiar with Annex B of the Unified Plan - (5) through (2)
  - "Yes absolutely know about". - (5) Known Knows – things in our plan
  - "I knew there was something just not sure" - (4) Known Unknowns – things we know we don't know
  - ""They" know so I don't have to" - (3) Unknowns Knows – assumptions
  - I didn't know it existed". - (2) Unknown Unknowns
- New to a responders role - Yes (5) or No (1)
- What level of ICS training do you currently have –
  - Highly Trained – ICS 100, 200, 300, 400 and other position specific courses - (5)
  - I have standard training – ICS 100 or 200, 300, 400 - (4)
  - Barely trained – 100, 200, and not sure (3)
  - No training – no training (2)
- Lack of response experience - (5) through (2)
  - I have participated in many responses within the ICS structure (5)
  - I have participated in only one or two responses (3)
  - I have not participated in any responses within an ICS structure (1)

- If you had a quick reference pamphlet to help you better understand what regulator have a stake within a response to pollution within an ICS structure, how would you rate this a your answer:
  - (5) Absolutely would be great
  - (4) Strongly believe this would help me and others understand.
  - (3) Agree this would help either me or others understand.
  - (2) Neutral – Yes, the information would help, but answer are found in the Unified Plan.
  - (1) Disagree. All the answers are found within the Unified Plan
- Do you know what reference provides the process of giving Natural Resource Trustee's access to the Unified Command (Federal and State On-Scene Coordinators)?
  - (5) Yes,
  - (3) I know someone who knows
  - (1) Non
- How would you rate your agency's power to impact a response objective?
  - (5) Highest authority
  - (4) Strongly agree
  - (3) Neutral (do not know)
  - (2) Strongly disagree
  - (1) Absolutely - no power and our regulatory concerns are ignored

The below interview questions are quantitative and will be subjective of each interviewee knowledge of a regulatory process.

These questions are applicable to all groups:

1. What agency references do you use for emergency response activities such as during a response to pollution discharge? _____
2. Are you familiar with the Unified Plan? Yes or No
3. If you are familiar with the Unified Plan, do you know about Annex B, which refers to "Unified Response Organization"? Yes or No
4. If you have read Annex B, does this document meet your needs? If no, please explain the deficiencies. _____
5. If you have participated in a Unified Command response to pollution spill, traditional responses have two classification of objectives – tactical and management. If there was a third objective classification for regulatory objectives, in your opinion would this be redundant or would better represent agency mandated stake within a response? Please explain your answer. _____
6. Do you understand how the Federal and State On-Scene Coordinator role worked?
7. How would you rate you power to impact an objective 5 being the highest and 1 being the lowest? Please explain your answer.

17.7 Expected Results

The follow are expected results from survey based on PM professional experience within these groups. The expected results are as follows:

1. New to Alaska – will be varied and help to better understand the subsequent results.
2. Did you know about the Alaskan Unified Plan
   a. Group 1 will have the mostly 5's – USCG, EPA, ADEC,
   b. Group 2 will be between 4 – 2

   c. Group 3 will be between 1 – 3
   d. Group 4 will be between 5 – 3
3. Are you familiar with Annex B of the Unified Plan
   a. Group 1 will have the mostly 5's – USCG, EPA, ADEC,
   b. Group 2 will be between 4 – 2
   c. Group 3 will be between 1 – 3
   d. Group 4 will be between 5 – 3
4. New to a responders role – will be varied and also help to better understand results.
5. Do you have appropriate ICS training
6. Lack of response experience – will be varied and also help to better understand results.
7. If you had a quick reference pamphlet to help you better understand what regulator have a stake within a response to pollution within an ICS structure, how would you rate this a your answer:
   a. Group 1 – (5 -4) would like to have as a resource for helping others understand
   b. Group 2 – (5-4) would like to have to better understand for themselves
   c. Group 3 – (5) would like to have to better understand the regulators and what their needs are, thereby reducing risks to the company
   d. Group 4 – (4-3) depending on the consultant interviewed, this quick reference could be detrimental to their business.
8. Do you know what reference provides the process of giving Natural Resource Trustee's access to the Unified Command (Federal and State On-Scene Coordinators)?
   a. By answering yes, but to Annex B, there could be another source of information
   b. By answering no, they could be new or simply do not know.
9. Do you know what reference provides the process of giving Natural Resource Trustee's access to the Unified Command (Federal and State On-Scene Coordinators)?
   - Those with highest Power will answer with 5
   - Those with lowest power will answer with lower
10. How would you rate your power to impact a response objective? The answer depends on the job and position of the person answering the question

17.8 Radar (Spider) Chart Depiction of results

This chart will be added to the QRP Supporting Reference Materials for a visual representation of any knowledge gaps.

18. Appendices

In support of the Unified Command QRP Project, the following appendices list supporting project documents such as spreadsheets, checklists, charter, and other documents.

The final approved, baseline plan will be in PDF format with attached document which can be opened from this document and saved.

Appendix A: Record of Changes

The official record of changes resides with the Configuration Management Log. The Record of Changes below is a quick reference to that log.

Table 27: Record of Changes

Version Number	Date	Author/Owner	Description of Change
1.3	23 Oct 15	Jeff Estes	Initial Draft PPM#3 Submission
1.4	1st Edit	Jeff Estes	Brandi Estes Review
1.5	2nd Edit	Jeff Estes	Lou Rivera Review
1.6	20 Nov 15	Jeff Estes	Final Draft for approval PPM#4 Submission
1.7	29 Nov 15	Jeff Estes	Change 002 and 003 in Change Control Log

Appendix B: Acronyms

Below is a list of Acronyms found within the contents of this project management plan.

Table 28: Acronyms

Acronym	Literal Translation
PM	Project Manager
EVM	Earned Value Management
PM Plan	Project Management Plan
PMP	Project Management Professional
CAPM	Certified Associate Project Management
RMP	Risk Management Plan
CM	Configuration Management
QRP	Quick Reference Pamphlet
PPM	Project Process Milestone
WBS	Work Breakdown Structure
OBS	Organizational Breakdown Structure
ICS	Incident Command System
UC	Unified Command
ADEC	Alaska Department of Environmental Conservation
USCG	U.S. Coast Guard
USEPA	U.S. Environmental Protection Agency
TBD	To Be Determined
CR	Change Requests
CMP	Change Management Plan
KPI	Key Performance Indicator

Appendix C: Glossary

The glossary provides the reader reference to terms found within this project management plan for the readers' reference.

Table 29: Glossary

Term	Definition
Configuration Management	The planning, controlling, directing, organizing, training, promoting, and other managerial activities with respect to records creation, records maintenance and use.
WBS	A deliverable-oriented grouping of project components that organizes and defines the total scope of the project; work not in the WBS outside the scope of the project. A WBS is normally presented in chart form. Each descending level represents an increasingly detailed description of the project deliverables.
Project Performance Measurement (PPM)	Status reports measuring academic status and performance throughout the capstone project lifecycle.
PM 686a	First academic project management Capstone sequential class
PM 686b	Second academic project management Capstone sequential class
Unified Plan	A coordinated and collaborative emergency response plan used and enforced during an emergency response effort
Annex B (from the Unified Plan)	Annex of the Alaskan Unified Plan; the focus of this project.
Regulatory Objective	This is a new term used for this project. Currently there are tactical objectives and management objectives. This new term refers to regulatory tasks that must be planned and executed to during a response effort. They are not meant to replace tactical or management objectives, only to better define requirement that have a regulators requirement such as satisfying requirements for permits.
Tactical Objective	Objectives resulting in the actual responding to a pollution event. An example would be: Remove pollution from creek.
Management Objective	Objectives not meeting the definition of tactical or regulatory objective. An example would be: Manage Stakeholder Outreach.

Appendix D: Referenced Documents

The below table summarizes applicable documents used to create this project management plan. All documents archived for mobile and cross platform access through Box.com as indicated below.

Table 30: Referenced Documents

Document Name	Document Location and/or URL	Issuance Date
All files permanently archived within the Box.com cloud server. Box.com/1 MSPM Capstone Project / A-Capstone UC QRP Project		
Project Charter		PM 686a
Project Scope Statement		PM 686a
Scope Management Plan		PM 686a
Quality Management Plan		PM 686a
Communications Management Plan		PM 686a
Stakeholder Management Plan		PM 686a
Configuration Management Plan		PM 686a
Performance Management Plan		PM 686a
Risk Management Plan		PM 686a
Change Control Log		PM 686a
Issues Log		PM 686a
Lessons Learned Log		PM 686a
Configuration Log		PM 686a
Timesheet Log		PM 686a
Communications Log		PM 686a
Stakeholder Register		PM 686a
Risk Register		PM 686a
Requirements Traceability Matrix		PM 686a
Research Plan		PM 686a
WBS – Schedule		PM 686a
WBS Dictionary – Gantt		PM 686a
Research Reference Log		PM 686a

Appendix E: Approvals

The undersigned acknowledges he/she has reviewed the Project Management Plan and agrees with the information presented within this document. Changes to this Project Management Plan will be coordinated with, and approved by, the undersigned, or their designated representatives.

Commented [A20]: each individual signs for themselves and are not responsible for the whole. Changed to singular he/she.

Commented [A21]:

Signature: _____ Date: _____

Print Name: _____

Title: _____

Role: _____

Signature: _____ Date: _____

Print Name: _____

Title: _____

Role: _____

Signature: _____ Date: _____

Print Name: _____

Title: _____

Role: _____

Appendix F: Project Charter

Attached approved project charter document for reference.
Note: document is attached within the final PDF version.

Appendix G: Change Management Log

Attached Change Management Log for reference.
Note: document is attached within the final PDF version.

The first spreadsheet demonstrates change control process

Change Control Log

Project Name:	QRP Project
Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery

ID	Current Status	Priori	Change Description	Change Type	Change Requester	Date Entered	Date Assigned	Date of Decision	Included in Rev. #	Impact Summary
000	Open	High	**EXAMPLE**: Stakeholder						Yes	**EXAMPLE**: Potential project stoppage
001										
002										
003										
004										
005										
006										
007										
008										
009										
010										
011										
012										
013										
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017										
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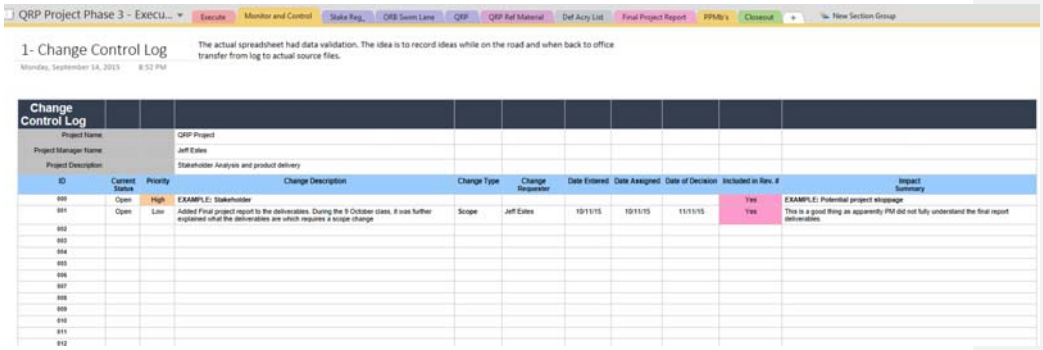
027										
028										
029										
030										

Below is from OneNote



Appendix H: Change Request Form

Attached Change Request Form for reference. Example below.
Note: document is attached within the final PDF version.

General Information		
Project Name:		Date mm/dd/yy
Change Number		
Contact	Phone	Email
Person Requesting Change	Phone	Email

Change Request Analysis		
Check each that apply		
☐ Project Schedule	☐ Configuration Item	☐ Stakeholder issues
☐ Project Scope	☐ Major Deliverables/Outcomes	☐ Duration
☐ Technology	☐ Roles/Responsibilities	☐ Process
☐ Resources	☐ Other	
Note: An approved Change Control Request MUST accompany the Contract Amendment and Change Order Approval if applicable.		

Change Request Definition and Analysis
Description – Describe the proposed change.
Justification – Justify why the proposed changes should be implemented.

Change Request Definition and Analysis			
Impact of Not Implementing – Explain the impact if the proposed change is not implemented.			
Impacts of Change			
Schedule	☐ Increase	☐ Decrease	☐ Modify
Description:			
Scope	☐ Increase	☐ Decrease	☐ Modify
Description:			
Requirements	☐ Increase	☐ Decrease	☐ Modify
Description:			
Schedule:	☐ Increase	☐ Decrease	☐ Modify
Description:			
Quality	☐ Increase	☐ Decrease	☐ Modify
Description:			
Technology	☐ Increase	☐ Decrease	☐ Modify
Description:			
Roles/Responsibilities	☐ Increase	☐ Decrease	☐ Modify

Change Request Definition and Analysis			
Description:			
Stakeholder Issues	☐ Increase	☐ Decrease	☐ Modify
Description:			
Major Deliverables/Outcomes	☐ Increase	☐ Decrease	☐ Modify
Description:			

Change Request Initial Review			
Review Date mm/dd/yy	Reviewer's Name	Reviewer's Project Role	Recommendation
			☐ Approve ☐ Reject ☐ Defer Until: mm/dd/yy
			☐ Approve ☐ Reject ☐ Defer Until: mm/dd/yy
Rationale for Recommendation – State the rationale for recommendation.			

Change Request Final Management Approval			
Final Approval Date mm/dd/yy	Name	Title	Recommendation
			☐ Approve ☐ Reject
Special Instructions – Provide any additional information regarding the final recommendation.			

Appendix I: Timesheet Example

The below timesheet is an excel spreadsheet that calculates the time.
Note: document is attached within the final PDF version.

	Date	Day	Start	Finish	Timesheet	Planned WBS	Changed management	Work done
Wk 6	5-Jan	Tuesday			0.00			
	6-Jan	Wednesday			0.00			
	7-Jan	Thursday			0.00			
	8-Jan	Friday			0.00			
	9-Jan	Saturday			0.00			
	10-Jan	Sunday			0.00			*PM Time (Update project documents, LL, Final Report, ETC. (2 hours)*
	11-Jan	Monday			0.00			

The below image is from Microsoft OneNote

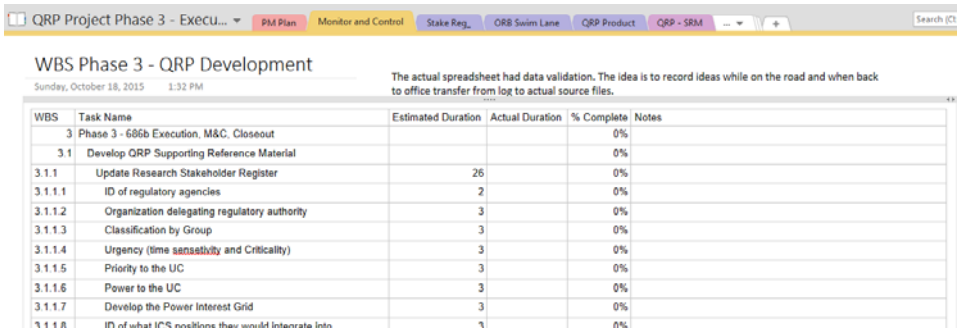
Timesheet Log

Monday, September 14, 2015 8:52 PM

The actual spreadsheet had data validation. The idea is to record ideas while on the road and when back to office transfer from log to actual source files.

	Date	Day	Start	Finish	Timesheet	Planned WBS	Changed management	Work done
	5-Jan	Tuesday			0.00			
Wk 6	6-Jan	Wednesday			0.00			
	7-Jan	Thursday			0.00			
	8-Jan	Friday			0.00			
	9-Jan	Saturday			0.00			
	10-Jan	Sunday			0.00			*PM Time (Update project documents, LL, Final Report, ETC. (2 hours)*
	11-Jan	Monday			0.00			

The below is the copied and pasted WBS with Kanban style tasks tracking from within OneNote.

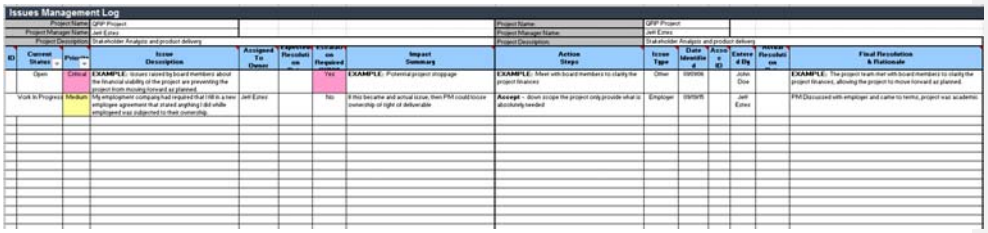


WBS	Task Name	Estimated Duration	Actual Duration	% Complete	Notes
3	Phase 3 - 686b Execution, M&C, Closeout			0%	
3.1	Develop QRP Supporting Reference Material			0%	
3.1.1	Update Research Stakeholder Register	26		0%	
3.1.1.1	ID of regulatory agencies	2		0%	
3.1.1.2	Organization delegating regulatory authority	3		0%	
3.1.1.3	Classification by Group	3		0%	
3.1.1.4	Urgency (time sensetivity and Criticality)	3		0%	
3.1.1.5	Priority to the UC	3		0%	
3.1.1.6	Power to the UC	3		0%	
3.1.1.7	Develop the Power Interest Grid	3		0%	
3.1.1.8	ID of what ICS positions they would Integrate into	3		0%	

Appendix J: Issues Log

This log records issues accepted with the project. The issue could be a risk. See Risk Management Plan
Note: document is attached within the final PDF version.

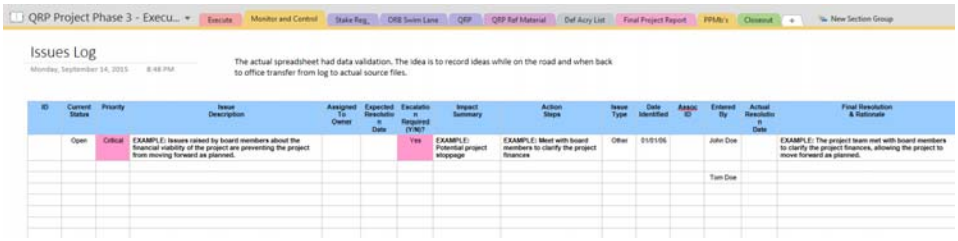
The first timesheet is an excel spreadsheet that tracks issues



Issues Management Log

ID	Current Status	Priority	Issue Description	Assigned To Owner	Expected Resolution Date	Escalation Required	Impact Summary	Action Steps	Issue Type	Date Identified	Assign ID	Entered By	Actual Resolution Date	Final Resolution & Rationale
	Open	Critical	EXAMPLE: Issues raised by board members about the financial viability of the project are preventing the project from moving forward as planned.			Yes	EXAMPLE: Potential project stoppage	EXAMPLE: Meet with board members to clarify the project finances	Other	00/00/06		John Doe		EXAMPLE: The project team met with board members to clarify the project finances, allowing the project to move forward as planned.
	Work In Progress	Medium	My employment company had required that I fill in a new employee agreement that stated anything I did while employed was subjected to their ownership.	Jeff Estes		No	If this became and actual issue, then PM could loose ownership of right of deliverable	Accept - down scope the project only provide what is absolutely needed	Employer	09/09/05		Jeff Estes		PM Discussed with employer and came to terms, project was academic

The second image is from Microsoft OneNote



QRP Project Phase 3 - Execu... | Execute | Monitor and Control | Stake Reg. | ORB Swim Lane | QRP | QRP Ref Material | Def Acry List | Final Project Report | PPMb's | Closeout | New Section Group

Issues Log

Monday, September 14, 2015 8:48 PM

The actual spreadsheet had data validation. The idea is to record ideas while on the road and when back to office transfer from log to actual source files.

ID	Current Status	Priority	Issue Description	Assigned To Owner	Expected Resolution Date	Escalation Required (Y/N)?	Impact Summary	Action Steps	Issue Type	Date Identified	Assign ID	Entered By	Actual Resolution Date	Final Resolution & Rationale
	Open	Critical	EXAMPLE: Issues raised by board members about the financial viability of the project are preventing the project from moving forward as planned.			Yes	EXAMPLE: Potential project stoppage	EXAMPLE: Meet with board members to clarify the project finances	Other	01/01/06		John Doe		EXAMPLE: The project team met with board members to clarify the project finances, allowing the project to move forward as planned.
												Tom Doe		

Appendix K: Lessons Learned Log

This log is designed to record any lessons learned – both positive and negative with the project. Note: document is attached within the final PDF version.

The first spreadsheet details lesson learned

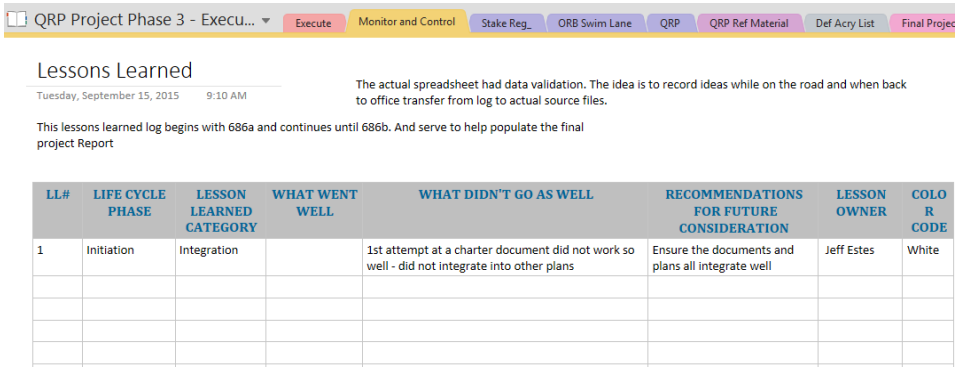
Lessons Learned

Project Name: QRP Project
Project Manager Name: Jeff Estes
Project Description: Unified Command Stakeholder Analysis

PRINT ON LEGAL SIZE PAPER

LL#	LIFE CYCLE PHASE	LESSON LEARNED CATEGORY	WHAT WENT WELL	WHAT DIDN'T GO AS WELL	RECOMMENDATIONS FOR FUTURE	LESSON OWNER	COLOR CODE
	Planning	Schedule	OneNote is absolutely GREAT!! It allows for the flexibility needed with a full load – Work / Family schedule.		MS projects is not a great program to use when a project is task oriented with competing schedules where the risk of schedule slippage is too great.	Jef Estes	Yellow

The second image is from Microsoft OneNote

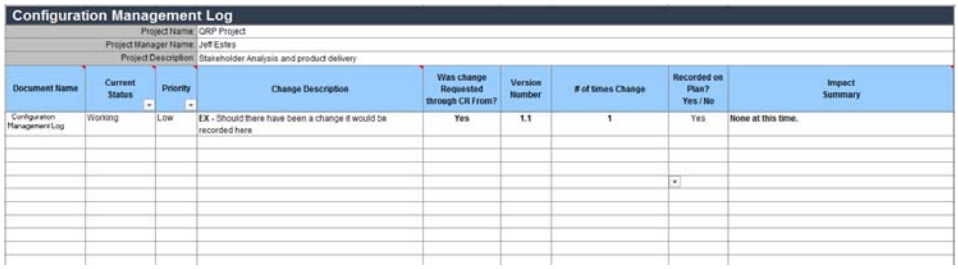


LL#	LIFE CYCLE PHASE	LESSON LEARNED CATEGORY	WHAT WENT WELL	WHAT DIDN'T GO AS WELL	RECOMMENDATIONS FOR FUTURE CONSIDERATION	LESSON OWNER	COLOR CODE
1	Initiation	Integration		1st attempt at a charter document did not work so well - did not integrate into other plans	Ensure the documents and plans all integrate well	Jeff Estes	White

Appendix L: Configuration Management Log

Configuration management is the process of recording changes made to the approved project management plan and supporting documents. In order to maintain the baseline and approved integrity of the documentation, a log tracks and records all changes.
Note: document is attached within the final PDF version.

The following is an illustration from the spreadsheet logs:

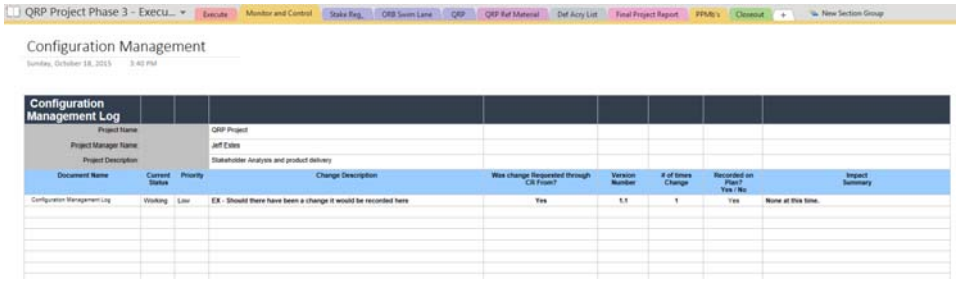


Configuration Management Log

Project Name:	QRP Project
Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery

Document Name	Current Status	Priority	Change Description	Was change Requested through CR From?	Version Number	# of times Change	Recorded on Plan? Yes / No	Impact Summary
Configuration Management Log	Working	Low	EX - Should there have been a change it would be recorded here	Yes	1.1	1	Yes	None at this time.

The following is an illustration from the OneNote log:



Appendix M: Stakeholder Register

The stakeholder register is also the communications registers for this project. Since this spreadsheet is a project deliverable, it can be found attached but not included below.

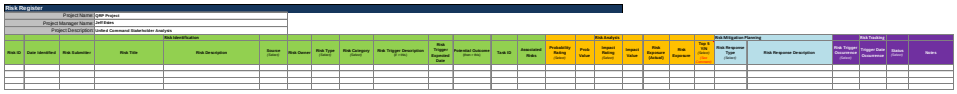
Note: document is attached within the final PDF version.

Appendix N: Risk Register

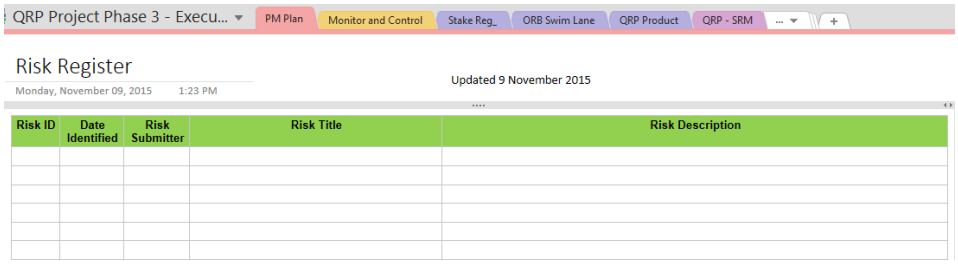
The risk register is primarily located within box.com. There is also a mobile version within OneNote, which is used for on the go thought that can be quickly recorded and later during “PM time” transferred to permanent files.

Note: document is attached within the final PDF version.

The following is an illustration from the spreadsheet logs (which is too large to effectively place as an image within this document.



The following is an illustration from Microsoft OneNote:

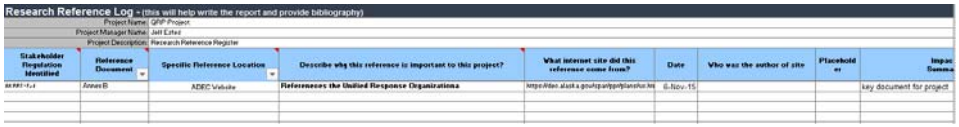


Appendix O: Research Reference Log

The research reference log is designed to log all references throughout the literary research period of time. By using this log, a bibliography will be easily set up as will key references that will be used throughout the project's lifecycle.

Note: document is attached within the final PDF version.

The following is an illustration from the spreadsheet logs (which is too large to effectively place as an image within this document.

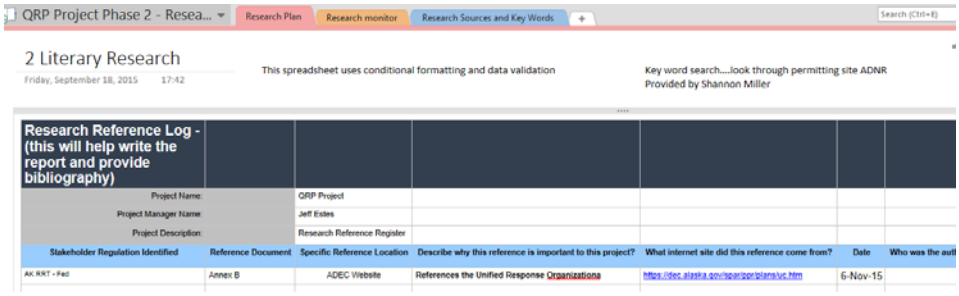


Research Reference Log - (this will help write the report and provide bibliography)

Project Name: QRP Project
Project Manager Name: Jeff Estes
Project Description: Research Reference Register

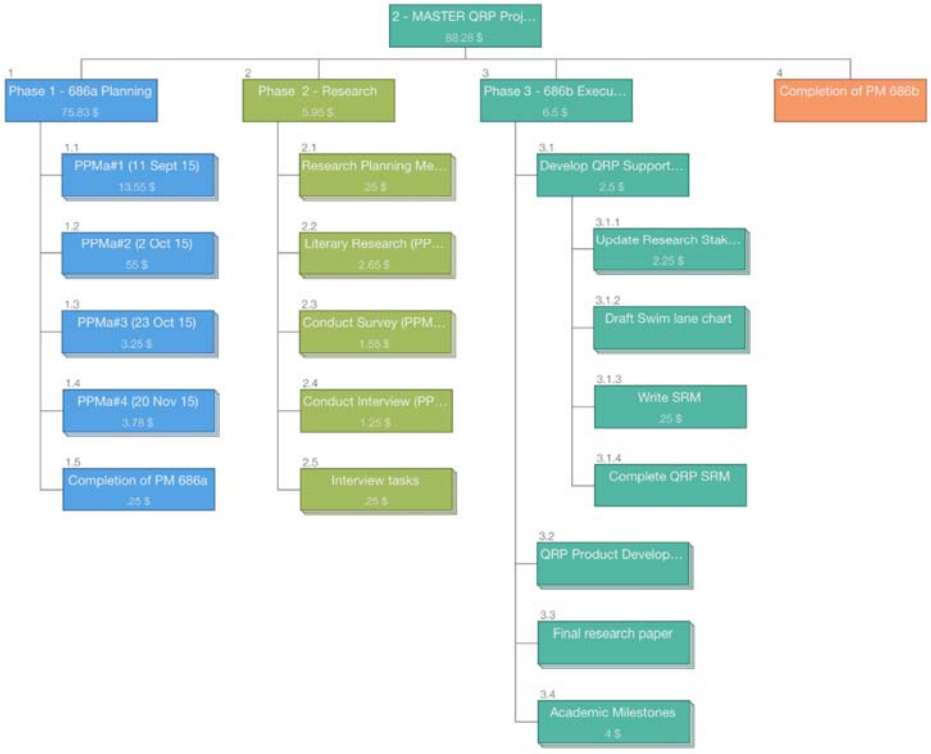
Stakeholder Regulation Identified	Reference Document	Specific Reference Location	Describe why this reference is important to this project?	What internet site did this reference come from?	Date	Who was the author of site	Placehold er	Impac Summa
AK RRT - Fed	Annex B	ADEC Website	References the Unified Response Organizations	https://dec.alaska.gov/spar/ppr/plans/uc.htm	6-Nov-15			key document for project

The following is an illustration from Microsoft OneNote:



Appendix P: Work Breakdown Structure (WBS) – Gantt Chart

This WBS represents the hierarchy of work to be done within the scope of this project



Appendix Q: WBS Dictionary (Scope Baseline)

This WBS Dictionary represents the work at level 4 that needs has a brief description. The scope baseline can be viewed by opening the attached Microsoft Projects file attached to this PDF document.

Appendix R: Requirements Traceability Matrix

This Requirements Traceability Matrix represents all the work and will be used to document acceptability during interviews and test phase of product for customer satisfaction. The RTM can be viewed by opening the attached Microsoft Excel file attached to this PDF document.

Appendix S: Schedule baseline (PPM Milestones)

Due to scheduling risks throughout the project, established project milestone will be used to ensure all tasks are delivered on schedule.

Milestones/Deliverables (WBS Appendix R)	Planned Completion Date
PPMa #1 (686a)	September 11, 2015
PPMa #2 (686a)	October 2, 2015
PPMa #3(686a)	October 23, 2015
IRB Proposal Submitted (N/A)	October 23, 2015
Go/No-Go #1	October 28, 2015
PPMa # 4 (686a)	November 20, 2015
Go/No-Go #1	November 20, 2015
(686r#1) Completion of Literary Research	November 30, 2015
(686r#2) Completion of Survey questions	December 31, 2015
(686r#3) Completion of Interviews	January 31, 2016
Fully developed Organizational Breakdown Structure (OBS) and Cross Functional Flow (Swim Lane) Chart	January 2016
Fully developed Stakeholder Register	January 2016
On-Scene Coordinator Conference – Proof of Concept Presentation	January 5, 2016
PPMb#1 (686b)	February 4, 2016
PPMb #2 (686b)	February 26, 2016
Completion of QRP Supporting Reference Materials	January 2016
Completion of QRP Product	January 2016
Go/No-Go #1	March 2, 2016
PPMb #3 (686b)	March 18, 2016
PPMb #4 (686b)	April 8, 2016

Appendix T: Project Closure Form

Project Name: Unified Command QRP Project	
Prepared by (Print) Jeff Estes, Project Manager	**Date Prepared:**
Customer: Alaskan Response community	Contact: Jeff Estes
Contact telephone / Email: 907-205-0705 / jeff.l.estes@gmail.com	

1. ☐ Yes ☐ No – All academic deliverables have been submitted and graded provided back?
2. ☐ Yes ☐ No – QRP printed product has been delivered and accepted by Project Sponsor?
3. ☐ Yes ☐ No – All lessons learned have been completed for personal use?
4. ☐ Yes ☐ No – All documents have been saved for personal use by PM?
5. ☐ Yes ☐ No – Are there any outstanding project related issues that will need attention?
6. ☐ Yes ☐ No – Does the Project Sponsor or other stakeholder have other issues that need to be addressed? Could those items lead to another project?
7. ☐ Yes ☐ No ☐ N/A – Placeholder
8. ☐ Yes ☐ No ☐ N/A – Placeholder
9. ☐ Yes ☐ No ☐ N/A – Placeholder
10. ☐ Yes ☐ No ☐ N/A – Placeholder
11. ☐ Yes ☐ No ☐ N/A – Placeholder
12. ☐ Yes ☐ No ☐ N/A – Placeholder

Notes:
_____
_____
_____
_____

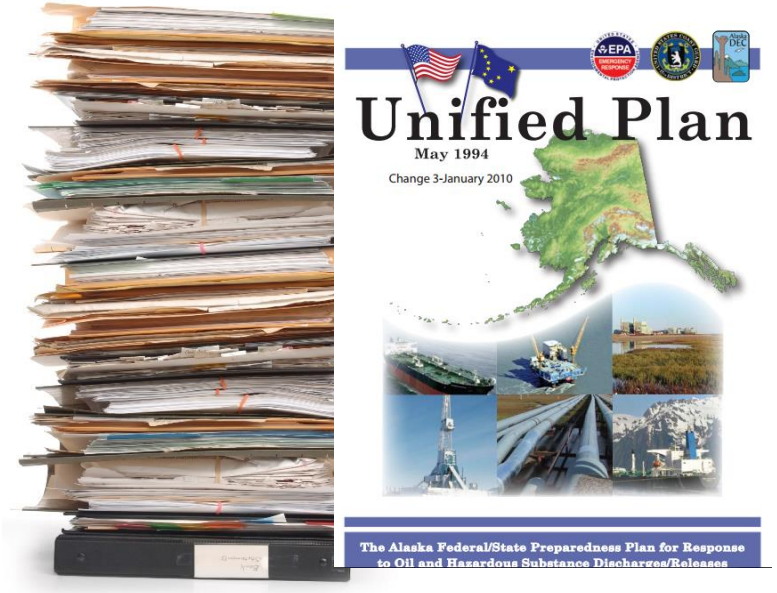
By signing the below, the signatures agree this project is now contractually terminated.

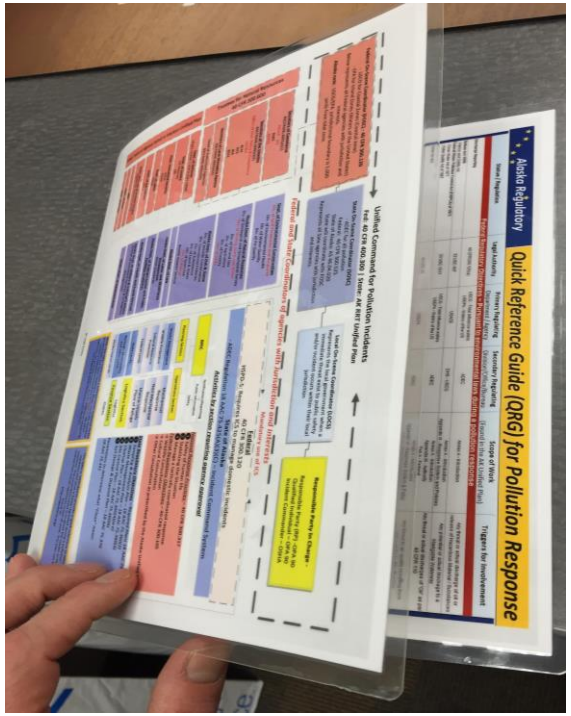
Project Sponsor (Buyers) **Printed Name**	**Signed Name**
_____	_____
Project Manager (Seller) **Printed Name**	**Signed Name**
_____	_____

Master of Science in Project Management
University of Alaska

Development of a “Unified Command” Stakeholder “Quick Reference Pamphlet’ (QRP) for Emergency Responses

A Capstone Project





Jeff Estes, CAPM

PM 686B – Project Management Capstone Project
Executing, Controlling, and Closing
Final Presentation

Presentation will include the following items:

- ✓ Project Objectives
- ✓ Project Management Processes
- ✓ Project Research Description
- ✓ Project Research conclusion and recommendation
- ✓ Project Statistics
- ✓ A Question and Answer session

Project Objective

- Conduct necessary research [to]
- Develop a quick reference pamphlet
  - Regulatory Stakeholders (Federal & State)
  - Linkage to scope of services

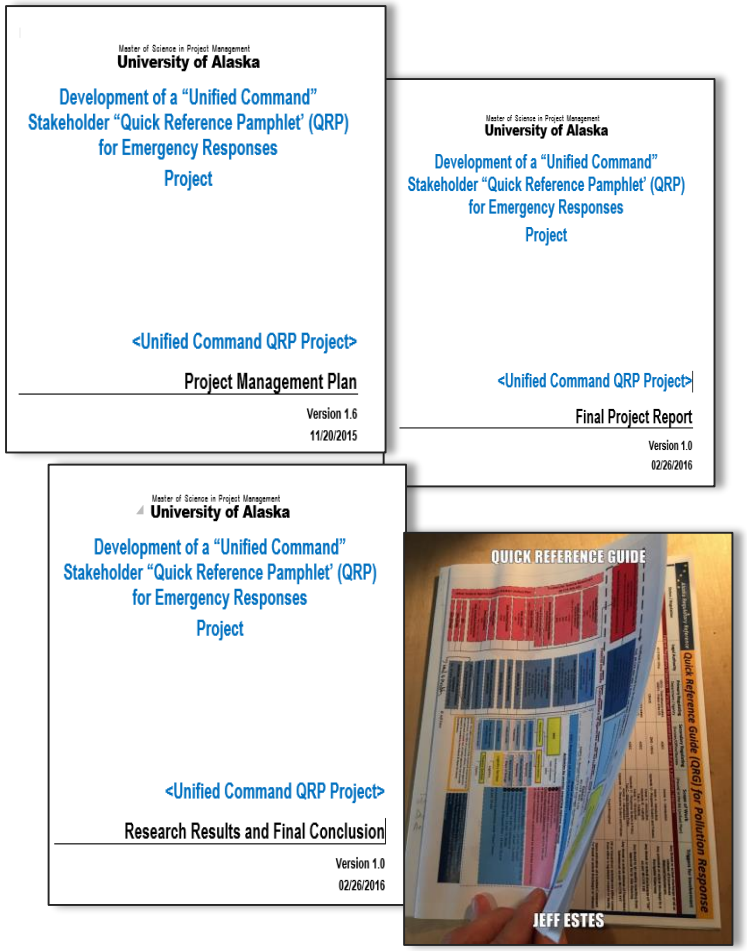
Kulluk Incident Command Post December 2012

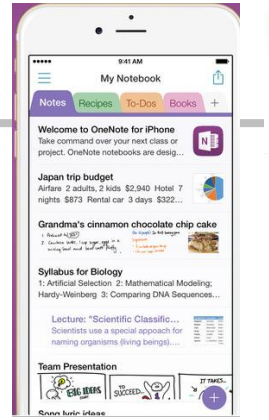
MODU Kulluk December 2012

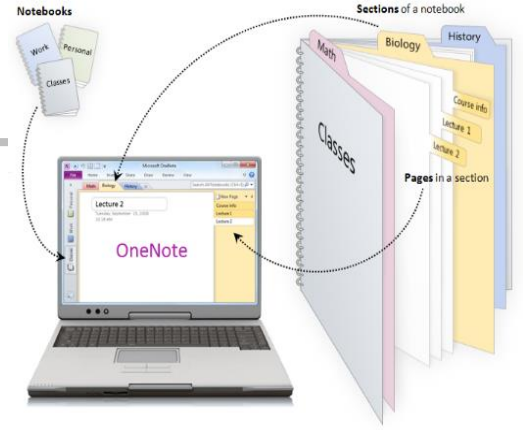
M/V Selendang Ayu December 2004

What this project produced.

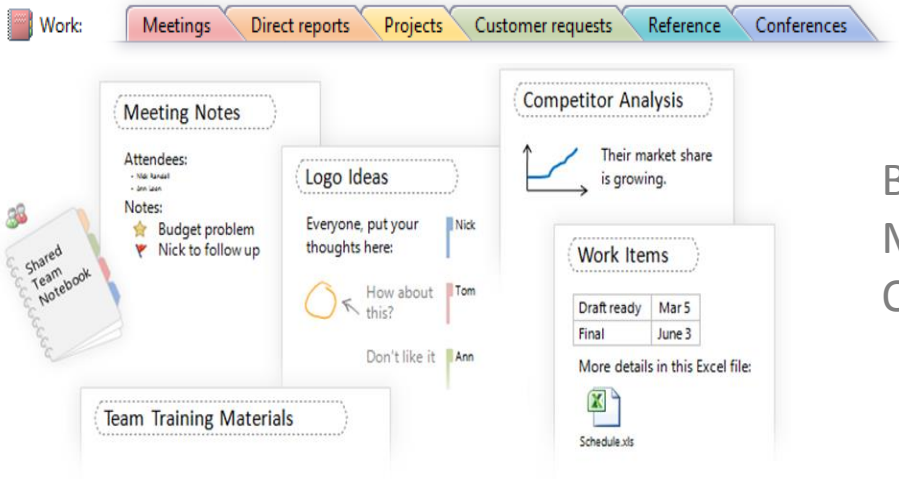
- Academic deliverables
  1. Project Management Plan *(PM686A)*
  2. Final Project Report *(PM686B)*
- Project deliverables
  1. Quick Reference Guide (QRG) - as a pamphlet *(PM686B)*
  2. Research Conclusion and Recommendations *(PM686B)*



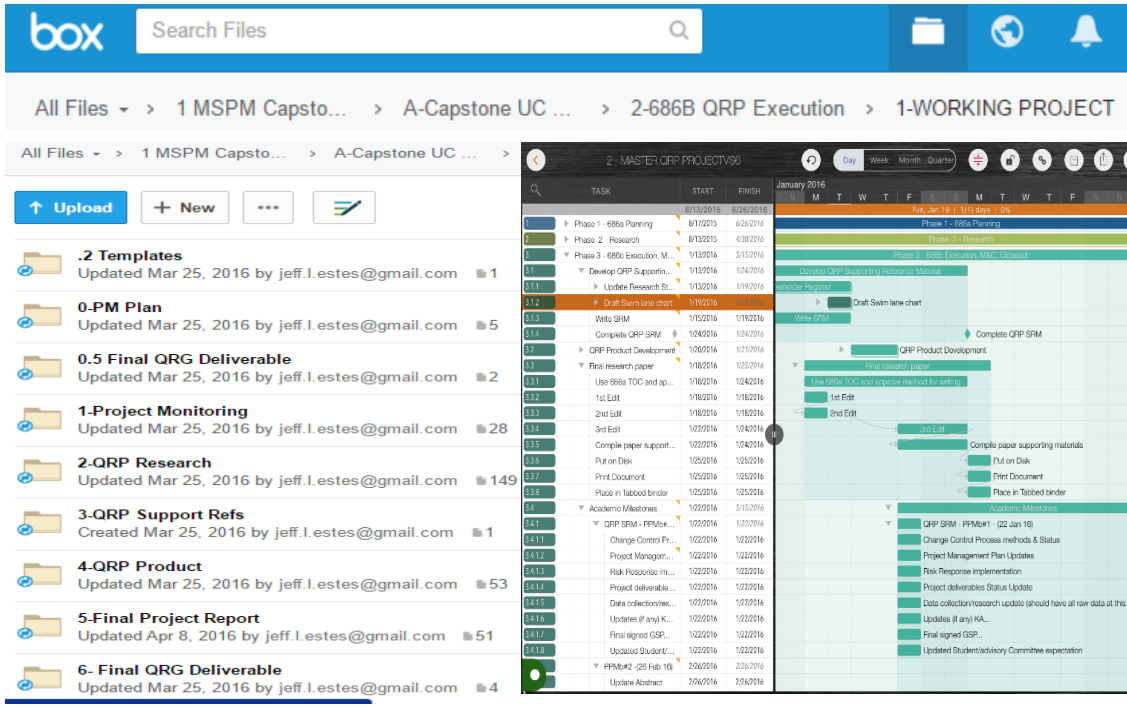




- Project Management approach
  - Think outside the corporate box
  - Leverage available alternative technology
  - Integrate mobility into all technology



Box.com
Microsoft OneNote
QuickPlan Pro



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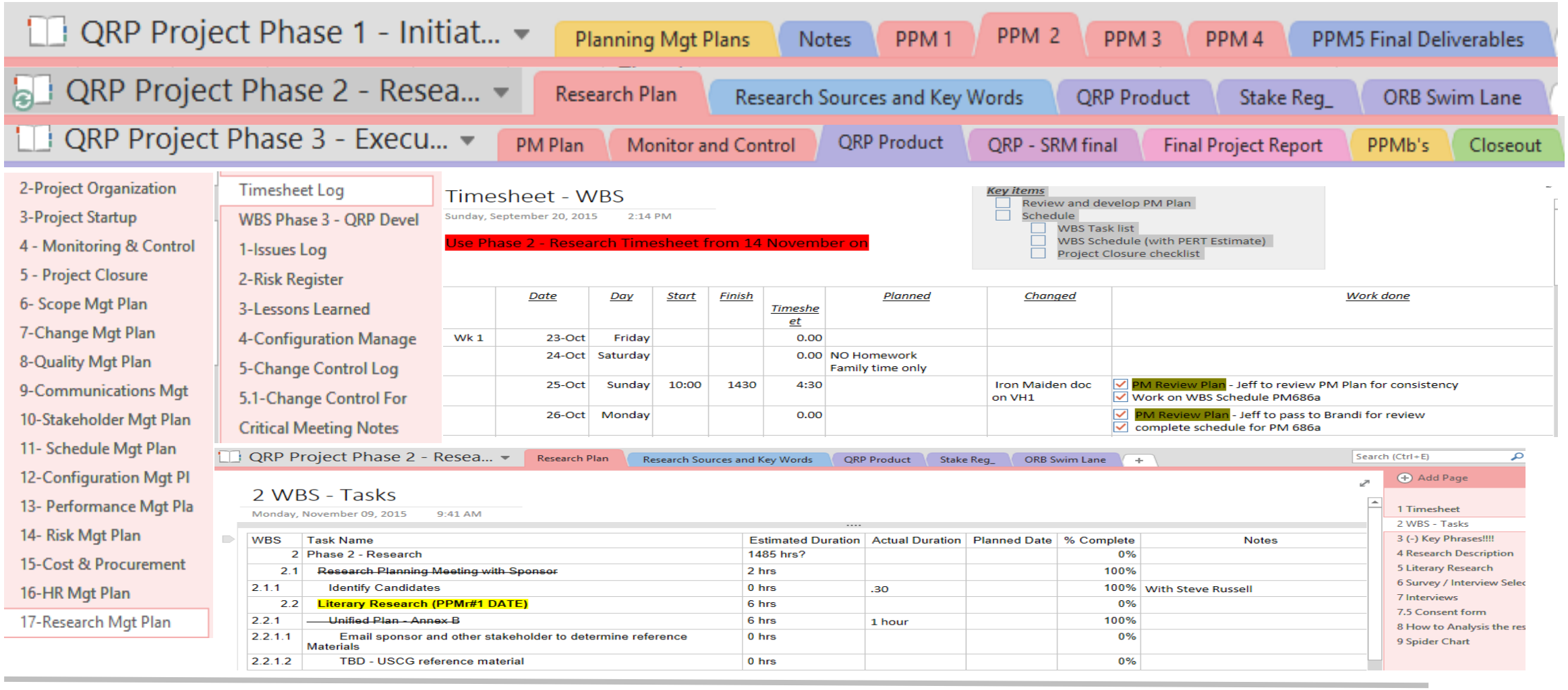
PM 686B – Final Project Capstone Oral Defenses
Presentation
Final Oral Defense



Focused project management “Knowledge Areas”

- Risk Management
- Schedule Management
- Stakeholder Management
- Communications Management
- Configuration Management
- Logs and Registers

Project Hypothesis

"Of the 4 identified stakeholder categorical groups [below], groups 1 and 4 will have the most comprehensive knowledge of 1) agency stakeholder awareness and 2) applicable environmental regulations."

Group 1- Federal and State Unified Command Representatives
Group 2 - Federal and State Natural Trustee Agencies
Group 3 - Responsible Party (high potential of pollution industries)
Group 4 - Response Contractors

Project goals were:

- To identify any gaps of awareness between groups and,
- To provide a solution in the form of a Quick Reference Guide applicable to each group.

Research Overview

- Internal Review Board (IRB)
- Literary research
- Survey's
- Interview

Key words:

- ✓ Unified Command
- ✓ Regulatory Objective
- ✓ Project management
- ✓ Alaskan Unified Plan
- ✓ Incident response
- ✓ Quick reference

Survey

- Quantitative Analysis
  - Identification of:
    - Similarities
    - Gaps
  - Results cataloged in a Radar Chart

	Participated	Invited	%	Quality Control
Group 1	7	15	47%	< 50 %
Group 2	5	9	56%	> 50 %
Group 3	2	2	100%	> 50%
Group 4	3	9	33%	< 50 %

Interview

- Qualitative Analysis
  - Identification of interest not anticipated from Survey

The interviews were a stakeholder management technique, offered a face to face time – specific to group 2.

	Participated	Invited	%	Quality Control
Group 1	2	15	13%	< 50 %
Group 2	3	9	33%	< 50 %
Group 3	0	2	0%	< 50%
Group 4	0	9	0%	< 50 %

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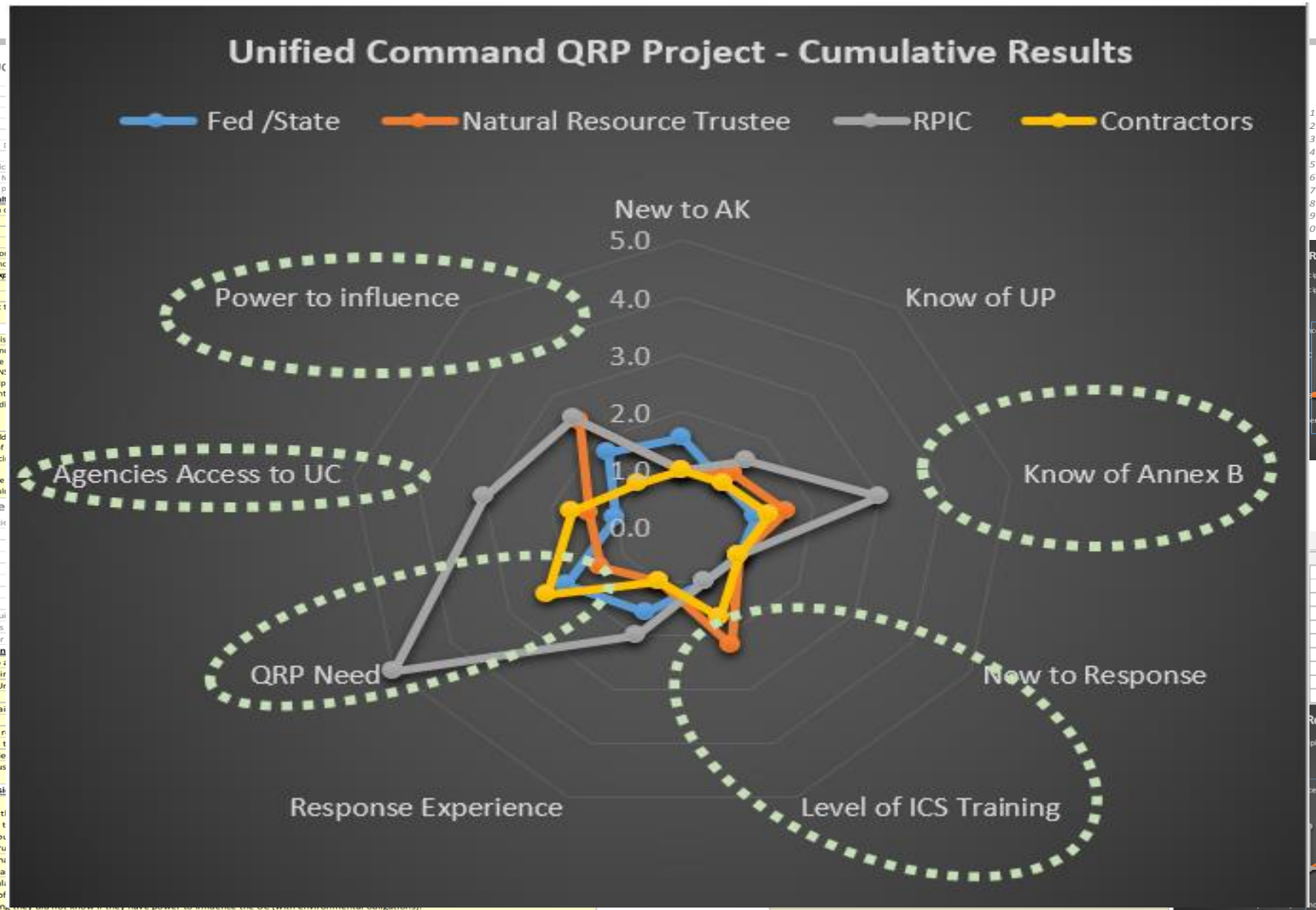
Group 1 – Federal / State On Scene Coordinators

Group 2 – Natural Resource Trustees



Group 1 - Federal and State UC

Long Questions

Summary - Statement of result

Q1- Confidentiality Statement. Everyone had to agree in
Q2- As expected
Q3- Yes, they were expected to know about the UP
Q4- Yes, they were expected to know about Annex B
Q5- Yes, most UC representatives have been doing this fo
Q6- Yes, most Fed/Stat agencies have extensive experienc
Q7- This was Interesting. ***One responded did not have ex***
Q8- As expected. They believe it to be a useful tool
Q9- As expected.
Q10- This was VERY Interesting!! More than half thought t
influence UC.

Key conclusions

- All Responses were as expected from original hypothesis
-**Q10:** More than half responded with a Strongly Agree an
could be a number of reasons for this - lack of experience
complete understanding of ALL APPLICABLE REGULATIONS
question was phrased could have indicated to the particip
what they are coordinating. Even if half of the respondent
another answers neutral indicates the need for ALL coordi
regulation they are coordination.

- **Q8:** Conclusion: of the 7 respondents, 2 answered would
beneficial to the unified command. The Unified Plan is, of
regulations apply for a response - at least not in one succi
1. Those in command may not be answering honestly
2. Those whom were selected for the survey, may not be
3. Of the 15 surveys sent only 7 responded and they coul

Group 2 - Federal / State

Long Questic

Summary of an

Q1- Confidentiality Statement. Everyone had to
Q2- Most Natural Recourse Trustees have been i
Q3- Most have *somewhat* knowledge of the Un
Q4- Lesser have knowledge of the Unified Plan
Q5- They all stated No, but all are lacking ICS trai
Q6- All have the minimum except for one.
Q7- All stated to have participated in numerous r
Q8- All stated *something* would be beneficial t
Q9- 90% feel they have sufficient access to Unifie
Q10- Just as expected....the natural resource Trus
1 - agency coordinators

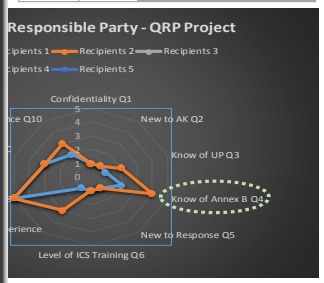
Key conclusi

- Q4: over 60% of the respondents answered to t
which indicates the respondents are not getting t
familiar with their response roles as natural resou
structure to their responsivities within an ICS stru
- Q6: over 90% are minimally trained, with one h
necessarily want to be in a response role. The tra
- Q10: This question was targeted to this particul
very surprising - and disappointing result - One of
the tactical ones). The results were 40% indicatin

- Q8: 90 % strong or absolute helpful to have a QRP.

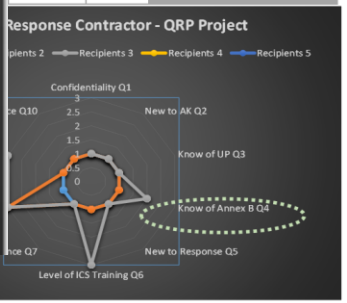
Recipients

	1	2	3	4	5
1	1	1			
2	1	1			
3	1	2			
4	2	4			
5	1	1			
6	1	1			
7	1	3			
8	5	5			
9	3	3			
0	2	3			



Recipients

	1	2	3	4	5
	1	1	1		
	1	1	1		
	1	1	1		
	1	1	2		
	1	1	1		
	1	1	3		
	1	1	1		
	1	3	3		
	1	1	3		
	1	1			



- Having a QRP would possiby negate intellecual knowledge of how a respone would work. This knowledge is profitable as a consultant to industry who could potentially pollute.

Research Conclusions

"Of the 4 identified stakeholder categorical groups, 1 and 4 will have the most comprehensive knowledge of 1) agency stakeholder awareness and 2) applicable environmental regulations."

Group 1 had unexpected coordination gaps

Group 2 does not understand the Unified Plan as much as they should

Group 1,2,3 - and to a lesser extent group 4 would all positively benefit from a QRG within scope of this project

Recommendations

- ✓ Recommend establishing training program supplemental to Incident Command System to provide interagency stakeholder awareness
  - Provides [*better*] interagency awareness – whose who
  - Provides opportunity to learn scope what other agencies have to offer in terms of laws, regulations, permits, authorities governed their regulatory organization.
- ✓ Recommend creating a new classification of objectives called "Regulatory Objectives" to align with response objectives:
  - All coordinated natural resource objectives could be placed within this classification.

The Project's Product deliverable:

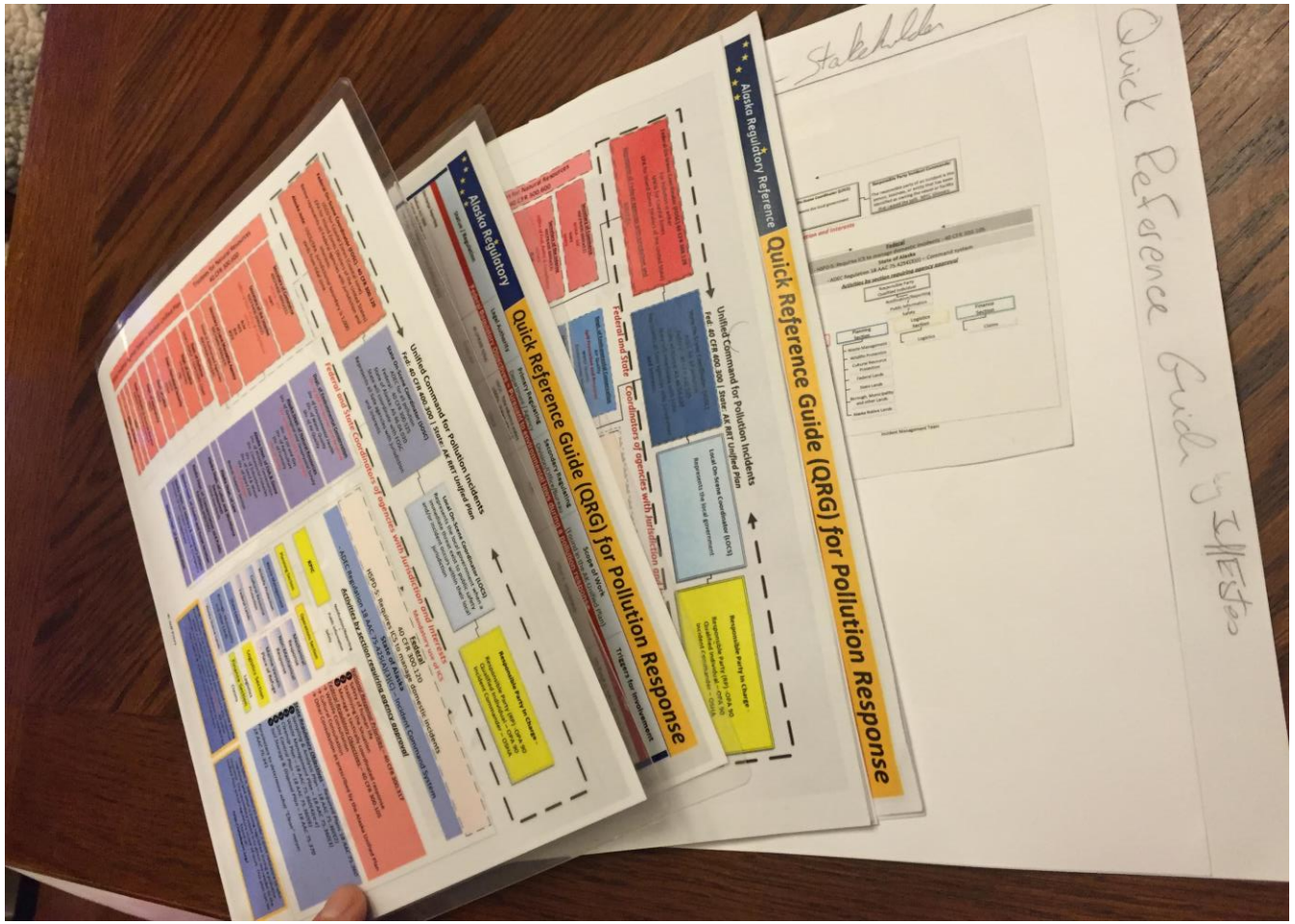
A Quick Reference Guide (QRG) – as a pamphlet

- Page 1 – (front) Unified Command – Fed/State/Local/RPIC
  - *(Local and RPIC excluded from scope)*
- Page 2 – Federal Regulations
- Page 3 – State Regulations
- Page 4 – Agency Stakeholder Register

QRP Design Evolution

Scope changes resulting

- Acronyms
- Definitions
- Swim Lane
- Stakeholder assessment
- Original concept of
  - Stakeholder Register



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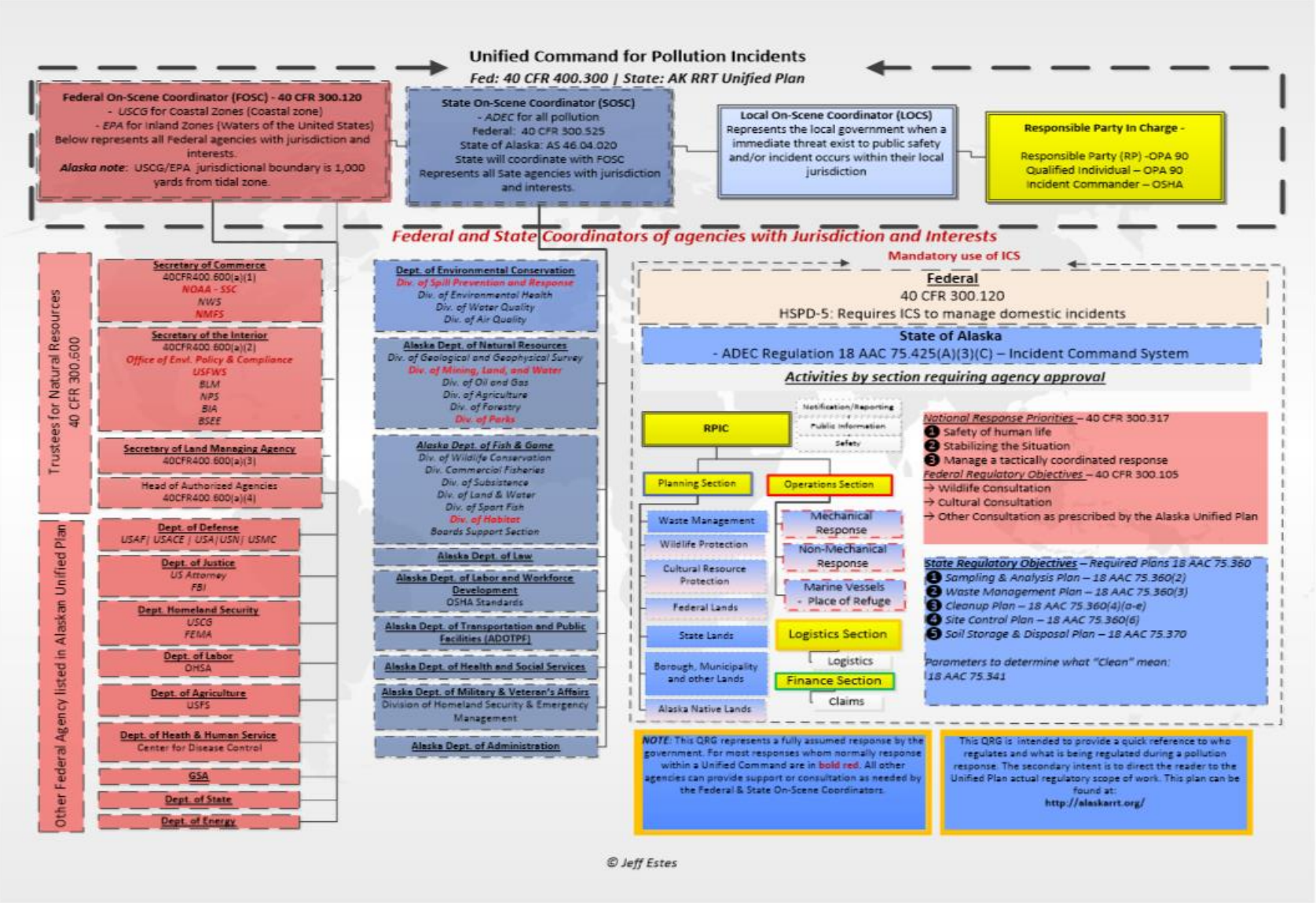

Page 1
Unified Command
Organizational Chart

Alaska Regulatory Quick Reference Guide (QRG) for Pollution Response

Statue / Regulation	Legal Authority	Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement
Federal Regulatory Objectives ~ Pursuant to environmental laws during a pollution response					
Discharge Reporting	40 CFR300.125(a)	USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material / Substances
Refuse Act 1899 - Harbor and Safety Act	33 USC 407	USACE	DHS - USCG	Annex A - Introduction Appendix VI - Response System and Policies	Any potential or actual blockage to a Navigable Waterway
Federal Water Pollution Control Act (FWPCA) of 1972 - Clean Water Act of 1977 - Water Quality Act of 1987	33 USC 1311	USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction Appendix III - Authority Tab A - Federal	Any threat or actual discharges of "Oil" as per 40 CFR 110
Clean Air Act	42 USC 85	USEPA	ADEC	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any threat to air quality resulting from approval for In Situ Burning
Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) - Superfund Amendments and Reauthorization Act (SARA) 1986	40 CFR 300, Subpart E	DHS - USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Introduction Appendix VI - Response System and Policies	Any threat or actual release of Hazardous Substances as per 40 CFR 117
Oil Pollution Act (OPA) 1990	33 USC 1311	DHS - USCG - Tidal influence waters USEPA - Waters of the US	ADEC	Annex A - Found throughout	Oil or Hazardous substances either come from either a regulated vessel or facility
Non-Mechanical Response Dispersants In-Situ Burning	40 CFR 300.900 Subpart J	Unified Command (Fed/State/Local)	Alaska RRT	Annex F - Chemical Countermeasures Appendix I - Dispersants Appendix II - In Situ Burning	Approval for non-mechanical response measures
Solid Waste Disposal Act (SWDA) of 1965 - Resource Recovery Act (RRA) 1970 - Resource Conservation and Recovery Act (RCRA) 1976 - Hazardous and Solid Waste Amendment (HSWA) 1984 - Federal Facilities Compliance Act (FFCA) 1992	40 CFR 239 - 282	USEPA	ADEC USCG	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Upon activation of a Unified Command for threat or actual discharge or release
Migratory Bird Treaty Act (MBTA) 1918 - 2: Fish and Wildlife Act (FWA) 1956 - 3: USFWS Eagle Take - 4: USFWS Migratory Bird Scientific Collection - 5: USFWS Migratory Bird Rehabilitation - 6: USFWS Migratory Bird Special Purpose Salvage - 7: USFWS National Wildlife Refuge System Commercial	16 U.S.C 7421 2 - 16 USC 742a-742j 3 - 50 CFR 10,13, 22.26 4 - 50 CFR 10.13 5 - 50 CFR 10, 13, & 21.31 6 - 50 CFR 10, 13, 21.27 7 - FWS Form 3-1383-C	DOI - USFWS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Bald & Golden Eagle Protection Act - Bald and Golden Eagle Act Permit Regulation	16 U.S.C. 668-668c 50 CFR 22	DOI - USFWS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Endangered Species Act (ESA) of 1973 - Critical Habitat (Section 4) - Federal Actions (Section 7)	50 CFR 17	DOI - USFWS NOAA - NMFS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
Marine Mammals Protection Act (MMPA) 1972	16 USC Chapter 31	NOAA - NMFS	AK Fish and Game Div. of Habitat	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, the appropriate agencies must be consulted
National Historic Preservation Act (NHPA) of 1966 - 1: Federal Actions (Section 106) - 2: The Archeological Resource Protection Act of 1979 - 3: The Antiquities Act of 1906	1- 16 U.S.C. 470f 2 - 43 CFR 7 3 - 43 CFR 3	DOI - Dept. of National Parks	Alaska DNR Office of History and Archeology	Annex A - Introduction Appendix VI - Response System and Policies Annex M - Historic Properties Protection Guidelines	Any potential impact cultural resources and historical properties, the appropriate agencies must be consulted
National Resource Damage Assessment (NRDA) - 1: CERCLA - 2: OPA 90 - 3: FWPCA or CWA - 4: Marine Protection, Research and Sanctuaries Act (MPRSA) - 5: Park System Resource Act (PSRA)	1 - 42 USC 9601 2 - 33 USC 2701 3 -33 USC 1251 4 - 16 USC 1431 5 - 16 USC 19jj	US DOI Including component agencies	USEPA USCG	Annex B > Appendix II - The federal and State Role in Incident Response	After a discharge or release, the Natural Resource Trustee recommended activating the NRDA process
Federal Land Use - 1: USACE Nationwide Permit 20: Oil Spill Cleanup - 2: USFS Special Use Authorization Permit Applications - 3: National Parks Service Special Use - 4: USFWS National Wildlife Refuge System Commercial - 5: Activities Special Use	1-Nationwide Permit 20 2-USFS 3 and 4-16 USC 668dd-ee	USACE USDA DOI - USBLM DOI - USBIA	Alaska DNR	Annex A > Appendix VI - Response System & Policy > Tab A: National Response System and Tab C: State Response Policy	Any potential impact to Lands, the appropriate agencies must be consulted
Nationwide Permit (NWP) 20 (under Section 404 fo the clean Water Act)	33 CFR 330	USACE		General permit Under the NCP for Response Operations	At the discursion of the Unified Command
Use of Temporary structures and fills in water	40 CFR 300 Sections 10 and 404	USACE	USCG USEPA	No found in Unified Plan	An regulated permit for temporary construction which could have an impact
AKRRT Wildlife Hazing	Alaska Unified Plan Annex G, Appendix 24	DOI - USFWS NOAA - NMFS	AK Fish and Game - Div. of Habitat	Annex A - Appendix VI - Response System and Policies Annex G of Unified Plan	Any potential wildlife impact, the appropriate agencies must be consulted
AKRRT Wildlife Capture, Transport, Stabilization, and Treatment	Alaska Unified Plan Annex G, Appendix 25	DOI - USFWS NOAA - NMFS	AK Fish and Game - Div. of Habitat	Annex A - Appendix VI - Response System and Policies Annex G of Unified Plan	Any potential wildlife impact, the appropriate agencies must be consulted

Page 2
Federal Regulatory Reference

Statue / Regulation	Legal Authority	Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement
State of Alaska Regulatory Objectives ~ Pursuant to environmental laws during a pollution response					
Oil and Hazardous Substances Pollution Control	AS 46.04.020	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C State Response Policy	Any threat or actual discharge of oil or release of Hazardous Material/Substances
Discharge Reporting	18 AAC 75.300	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Actual discharge of oil or release of Hazardous Material/Substances
Cleanup Operation Requirements - Sampling and Analysis Plan - Waste Management Plan -⇨ Decanting Authorization *(only found in Annex E)* - Site Control Plan (Safety and Health) - In-situ Burn cleanup techniques	18 AAC 75.360 18 AAC 75.360(2) 18 AAC 75.360(3) 18 AAC 75.360(5) 18 AAC 75.360(12)	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy Annex E - Decanting Authorization by Unified Command	Unified Command Stood-up in response to a pollution event
Site Characterization	18 AAC 75.325	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Storage and Disposal Plan	18 AAC 75.370	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Contaminated Soil Transport and Treatment (post response)	18 AAC 60	Alaska DEC	USCG USEPA	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Unified Command Stood-up in response to a pollution event
Dispersants	Unified Plan Annex F, Appendix I	Alaska DEC	USCG USEPA	Annex B - Unified Command Annex F - Chemical Countermeasures Appendix I - Dispersants	Approval of non-mechanical response measures
Open Burning of Black Smoke (In Situ Burning)	Unified Plan Annex F, Appendix II 18 AAC 50.065 (b)	Alaska DEC	USCG USEPA	Annex B - Unified Command Annex F - Chemical Countermeasures Appendix II - In Situ Burning	Approval for non-mechanical response measures
Wildlife Protection - Fish Resources - Scientific Permits (Birds and Mammals) - Wildlife Hazing - Wildlife Capture, Transport, Stabilization, and Treatment	50 CFR 17 - (ESA) 16 USC Chapter 31 - (MMPA 16 U.S.C. 668-668c - (Eagles)	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Fish Habitat Permit (Anadromous Fish Act) Fishway (Fish Passage Act)	AS 16.05.871 - 901 5 AAC 95.011 AS 16.05.841	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Special Area Permit	5 AAC 95	Alaska Fish & Game > Div. Of Habitats	DOI - USFWS NOAA - NMFS	Annex A - Introduction Appendix VI - Response System and Policies Annex G - Wildlife Protection Guidelines	Any potential land impact, the appropriate permits must be approved
Land Use (Upland and Tideland) - Federal Lands - State Lands	AS 38.05.850	Alaska DNR > Div. of Mining Land and Water	DOI - USBLM DOI - USFS	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Alaska Native Claims Settlement (ANCS)	Alaska Public Law 92-203 - Dec. 18, 1971	Alaska DNR	DOI - USBLM	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Alaska National Interest Lands Conservation Act (ANILCA)	Alaska Public Law 96-2-487	Alaska DNR	DOI - USBLM	Annex A - Introduction Appendix VI - Response System & Policy Tab C - State Response Policy	Any potential land impact, the appropriate permits must be approved
Historic and Cultural Resource Permit	AS 41.35 and 11 AAC 16.02-16.090	Alaska DNR - Office of History and Archeology	DOI - Dept. of National Parks	Annex A - Introduction Appendix VI - Response System and Policies Annex M - Historic Properties Protection Guidelines	Any potential cultural resouce impact, the appropriate agency must be consulted
Food Service Permits supporting > 10 or < 10 people	18 AAC 31.710	Alaska DEC	Div. of Environmental Health	Annex A	Establishing Temporary Camps for response personnel

Page 3
State of Alaska
Regulatory Reference

Primary Regulating Department / Agency	Secondary Regulating Division/Office/Bureau	Unified Command Representatives contact names found at akrrt.org	Scope of Work (Found in the AK Unified Plan)	Triggers for Involvement OSC's to coordinate for consultation
Alaskan Regulatory Stakeholder during response to pollution discharge or release				
Federal Regulating Entities				
Department of Homeland Security	United States Coast Guard	Sector Juneau - FOSC Southeast Alaska Sector Anchorage - FOSC Western Alaska MSU Valdez - FOSC for Prince William Sound	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material/Substances
US. Environmental Protection Agency	Region 10	Region 10 - FOSC	Annex A - Introduction	Any threat or actual discharge of oil or release of Hazardous Material/Substances
Secretary of Commerce - National Oceanographic and Atmospheric Administration	Office of Response and Restoration, Emergency Response Division	Scientific Support Coordinator (SCC)	Annex A - Introduction	Supports USCG FOSC during a pollution response
Secretary of Commerce - National Oceanographic and Atmospheric Administration	National Weather Service	Incident Meteorologist (IMET)	Provides meteorological support	Supports USCG FOSC during a pollution response
Secretary of Commerce - National Oceanographic and Atmospheric Administration	National Marine Fisheries Service	Protected Resource Division	Annex G - Wildlife Protection Guidelines	Any potential wildlife impact, NMFS must be consulted
Department of the Interior	Office of Environmental Policy and Compliance (OEPC)	Regional Environmental Officer	Annex A - Introduction	When natural resources are in danger
Department of the Interior	US Fish and Wildlife Service	Environmental Containments/Spill Response Coordinator	Annex A - Introduction	Any potential wildlife impact
Department of the Interior	Bureau of Land Management	Office of Environmental Policy and Compliance (OEPC)	Annex A - Introduction	Any potential land impact land
Department of the Interior	National Parks Service		Annex A - Introduction	Any potential impact to land
Department of the Interior	Bureau of Indian Affairs		Annex A - Introduction	Any potential land and / or health issues
Department of the Interior	Bureau of Safety and Environmental Enforcement	Oil Spill Prevention Division	Annex A - Introduction	Pollution incidents from regulated offshore facilities
Department of Defense	U.S. Army Corp of Engineers	Defense coordinating Officer (DCO)	Annex A - Introduction	Temporary construction which could have impact
Department of Defense	U.S. Navy	Supervision of Salvage	Annex A - Introduction	FOSC need for oil Spill Response equipment
Department of Justice	U.S. Attorney		Annex A - Introduction	Legal enforcement and civil penalties
Department of Homeland Security	Federal Emergency Management Administration	Region 10 - Anchorage	Annex A - Introduction	Provides response support under Stafford Act disasters
Department of Labor	Office of Health and Safety Administration	Alaska Occupational Safety and Health (AKOSH)	Annex A - Introduction	Provides support to FOSC when Safety or Health are in question
Department of Agriculture	U.S. Forest Service		Annex A - Introduction	Any impacts to lands
State of Alaska Regulating Entities				
Department of Environmental Conservation	Div. of Air Quality		Annex F - Chemical Countermeasures Appendix I - Dispersants Appendix II - In Situ Burning	In Situ Burning When Chemical burning agent is used
Department of Environmental Conservation	Spill Prevention and Response	SOSC - Northern Alaska SOSC Central Alaska SOSC - Southeast Alaska	Annex A - Introduction	When a Unified Command is stood up in response to pollution threat
Department of Environmental Conservation	Environmental Health	SOSC	Annex A - Introduction	When Seafood is contaminated or a Temporary Camp is established
Department of Natural Resources	Div. of Oil and Gas	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Agriculture	SOSC	Annex A - Introduction	At the request of SOSC for land ownership support
Department of Natural Resources	Div. of Forestry	SOSC	Annex A - Introduction	At the request of SOSC for land ownership support
Department of Natural Resources	Div. of Mining, Land, and Water	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Geological and Geophysical Survey	SOSC	Annex A - Introduction	At the request of SOSC for additional support
Department of Natural Resources	Div. of Parks	Office of History and Archeology	Annex A - Introduction	At the request of SOSC for historic or cultural properties support
Department of Fish and Game		Div. of Habitat	Annex A - Introduction Annex G - Wildlife Protection Guidelines	When critical habitats or wildlife is threatened
Department of Law	Attorney General's Office		Annex A - Introduction	At the request of SOSC for legality or enforcement issues
Department of Administration	Commissioners Office		Annex A - Introduction	At the request of SOSC for additional support
Department of Transportation and Public Facilities		Regional Director	Annex A - Introduction	When public transportation is impacted by spill
Department of Health and Social Services	Emergency Operations Center		Annex A - Introduction	At the request of SOSC for additional support
Department of Military and Veteran Affairs	Div. of Homeland Security & Emergency Management		Annex A - Introduction	At the request of SOSC or a disaster is declared
Department of Labor and Workforce Development	Div. of Labor Standards and Safety		Annex A - Introduction	At the request of SOSC for additional safety support
University of Alaska	No regulatory authority	No regulating authority	Annex A - Introduction	At the request of SOSC for additional scientific support

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Regulatory
Stakeholder Reference

A final meeting was held in Soldotna

- Explain product
- Gather feedback
- Formally accept QRP
- Discuss the future

Project's product final acceptance photo.

Capstone Statistics

PM686A – (Initiating and Planning)

- PM Plan pages: 91
  - Spreadsheets: 10; Sheets: 64
  - Project Planning Hours: **169** hours

PM686r (Research Phase)

- Research hours = **84.23** hours
  - Literary
  - Surveys
  - Interviews

PM686B – (Executing, Controlling, and Closing)

- Project execution hours: **179.0**

Total cumulative hours: 420.98

Thank you!

Questions?

Configuration Management Log

Project Name:	QRP Project
Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery

Document Name	Current Status	Priority	Change Description	Was change Requested through CR From?	Version Number	# of times Change	Recorded on Plan? Yes / No	Impact Summary
Configuration Management Log	Changed	Low	**EX -** Should there have been a change it would be recorded here	**Yes**	**1.1**	**1**	Yes	**None at this time.**
Research Reference Register	Changed	Low	Created Research Reference Register - which will be used to catalog research finding and with description of finding, reference and applicability to project research	**Yes**	**1.6**	**1**	Yes	**This was created as a result of planning the research**
PM Plan	Changed	Low	Knowledge Area measurements from KA update PPM#4	**Yes**	**1.7**	**1**	Yes	**Needed change to support Knowledge Area learning**
PM Plan	Changed	Low	Change Request needs to be modified	**Yes**	**1.7**	**1**	Yes	**Easier for PM to make low changes**
PM Plan	Changed	Low	Project Acceptance form to coorespond within RTM was created.	**Yes**	**1.7**	**1**	Yes	**Adds to the professional quality of management tools.**

Issues Management Log

Project Name:	QRP Project	Project Name:	QRP Project
Project Manager Name:	Jeff Estes	Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery	Project Description:	Stakeholder Analysis and product delivery

ID	Current Status	Priority	Issue Description	Assigned To Owner	Expected Resolution Date	Escalation Required (Y/N)?	Impact Summary	Action Steps	Issue Type	Date Identified	Assoc ID	Entered By	Actual Resolution Date	Final Resolution & Rationale
	Closed	Critical	**EXAMPLE:** Issues raised by board members about the financial viability of the project are preventing the project from moving forward as planned.			Yes	**EXAMPLE:** Potential project stoppage	**EXAMPLE:** Meet with board members to clarify the project finances	Other	01/01/06		John Doe		**EXAMPLE:** The project team met with board members to clarify the project finances, allowing the project to move forward as planned.
	Closed	Medium	My employment company had required that I fill in a new employee agreement that stated anything I did whille employeed was subjected to their ownership.	Jeff Estes		No	If this became and actual issue, then PM could loose ownership of right of deliverable	**Accept -** down scope the project only provide what is absolutely needed	Employer	09/19/15		Jeff Estes		PM Discussed with employer and came to terms, project was academic
	Closed	Low	2 November will be the second meeting with project sponsor. This time PM has vast more idea of what the deliverable will be. The concern is now that sponsr has has more time to think about the end result, that he will ask for way more than PM is able to produce	Jeff Estes	11/02/15	No	Add requirements to the RTM	Accept and document into the plan	Sponsor	10/27/15		Jeff Estes		
	Closed	Low	**The free version of the Survey Monkey website will not allow me to customized survey into categorical groups so I had to make 4 duplicated survey's and label each slightly different**	Jeff Estes	01/15/16	No	**This would have rendered survey results and null and void if the groups could not be separated**	**I created 4 separate suveys**	Other	12/07/15		Jeff Estes	12/08/15	**By separating survey into 4 the results turned out just fine.**
	Open	Low	QRP Stakeholder Registers. The true project management stakeholder regiister does not fit the mold of what the project outcome is attempting to convey. Therefore the registers has to be reinvented to fit the mold. The Issue is…will this register meet the expected results of PM Instructors? I know once completed it will meet the needs of the audience (which is the most important element)	Jeff Estes	01/22/16	No		Talk to expected audiences to validate their expectations ….given most doe not actually know what a stakeholder register is	Acceptance	01/16/16		Jeff Estes		

Lessons Learned

Project Name: QRP Project

Project Manager Name: Jeff Estes

Project Description: Unfied Command Stakeholder Analysis

PRINT ON LEGAL SIZE PAPER

LL#	LIFE CYCLE PHASE	LESSON LEARNED CATEGORY	WHAT WENT WELL	WHAT DIDN'T GO AS WELL	RECOMMENDATIONS FOR FUTURE CONSIDERATION	LESSON OWNER	COLOR CODE
1	Initiation	Integration		1st attempt at a charter document did not work so well - did not integrat into other plans	Ensure the documents and plans all integrate well	Jeff estes	White
2	Planning	Integration		While attemping to write the scope management Plan, I instead wrote the statement first.	When considering smaller project where one plan feeds into another, it's simpler with less errors to Begin with PM plan and work backwards - depending on amount of detail needed.	Jef Estes	Green
3	Planning	Integration	I learned and readjusted throughout the project.	After attempting various methods of attempting to abide by the scheduling rules for dependencies, it was apparent traditional PM schedule was not working. In the interim, this risk was recognized early (between PPM#1 and #2). A timesheet was established with planned and changed categories which provided a means of measuring how many time the schedule was changed due to one of the 3 top risk.	take what is learned from this project and find a more appropriate mehtod of scheduling	Jef Estes	Green
4	Planning	Integration		*Spreadsheets are a great way to quality and measure planned actions. By having integration management as a key KA, everything should be measured for consistency between documents.*	Absolutely	Jef Estes	Green
5	Planning	Integration	Lumping all PM knowledge area plans and subsidiary plans into one PM Plan. I found it easier to integrate referencing throughout the document and for the appendices to include all spreadsheets - Logs, Matrix, registers, etc.		Recommend taking approved PM plan and coping and pasting to sub plans to use as applicable.	Jef Estes	Yellow
6	Planning	Schedule		Planning the schedule out before the plan was complete was a good start. However, once the plan was complete, I found myself going back for serious iterative planning - between the schedule and PM Plan.	Always having a draft schedule (tasks List) then iterating as the PM Plan is developed	Jef Estes	Yellow
7	Planning	Schedule	OneNote is absolutely GREAT!! It allows for the flexibility needed with a full load - Work / Family schedule.		MS projects is not a great program to use when a project is task oriented with competing schedules where the risk of schedule slippage is too great.	Jef Estes	Yellow
8	Planning	Schedule	OneNote allowed the flexibility to change schedule on the fliy		I had to change my schedule slightly and OneNote provided this flexibilgty	Jef Estes	Yellow
9	Execution	Communications		Establishing buy in from key stakeholders needs convincing, which is not easy, but is easier when there is something in for them!	Plan LOTS of outreach before when the stakeholder is really needed .	Jef Estes	Yellow
10	Planning	Scope	This is good and troublesome	Interesting that developing the QRP was not as easy as it was originally thought of. This is primarily due to design was very complex and had to brain storm for a long time before the idea actually came to be	Add a buffer of time in for creativity	Jeff Estes	Yellow
11	Planning	Stakeholder		When considering environmental consideration, having an alley that has tremendous power and influence is greatly advantages	Continually evaluate your stakeholders and their impact on the project.	Jeff Estes	Yellow
12	Execution	Other		When dealing with free websites, anticpate additional risk due to the full features not being activated	Schedule lag time when dealing with freebies	Jeff Estes	Yellow
13	Execution	Communications	When the survey was sent out, the natural resource trustees were very receptive to the project and responded quickly to schedule interviews	Sending the survey out to a large audience overwhelmed my inbox and I will have to schedule folks around my work schedule	when scheduling interviews by groups. Ensure one week per group and stagger the emails	Jeff Estes	Yellow
14	Execution	Other		When considering a creative enviroment, Creativity does not come on the spur of the moment, rather it comes when you need to move on to the next item.	Recommend scheduing in LOTS of extra time to	Jeff Estes	Yellow
15	Execution	Stakeholder	Abiltity to think outside the box ---	There are two groups of stakeholders who have different ideas of what a register is PM and my target auidence. However, when originally designing the scope, my idea was not very clear. Perhaps, I did not know at the time	Rolling Wave Planning or Agile PM is most approprate for small creative ideas to be developed.	Jeff Estes	Yellow
16	Execution	Stakeholder		Stakeholder Circle - Stakeholder Circle Analysis -- Due to the nature of this project being an analysis of Stakeholder and their regulatory obligation - it has been determined this data will not show what the software was intended to show. Therefore it will be used to analysis the present stakeholder who I have classified as project stakeholders	NO MATTER WHAT - there will be people who have opinions and a say over the final outcome of the project. PM need to include a stakeholder circle for internal projecd participants only	Jeff Estes	Green
17	Planning	Schedule	Quick Plans Pro - has been outstanding. Last semester had a list of tasks that had to be achomplished. It was truly KanBan style of scheduling tasks around other tasks that had already been set in stone. This semester,I'm attempting to used Quick Plan from the Ipad		Quick Plans Pro is great for on the Go and working with folks who do not know MS Projects. The key is the tasks can be reported out as percent compete or exported to MS Project and with some minor adjustments can report out on progress to an actual PM	Jeff Estes	Green
18	Execution	Other	Due to the size of this project, I have not had to use the Issues Log very much. Most issues are included on the Working Risk Register and handles according to the PM Plan		Always have this just in case. If team meeting are schedule, this could be a great place to record all of those "great ideas" that do not have any owners :)	Jeff Estes	Yellow
19	Execution	Other	Research - Who responded and who did not. Two things work for me 1) PM had a relationship with most 2) survey was sent out before Christmas with a month of time for respondents 3) PM used Steve Russells name to gain congruency for this endeavor				Yellow

			Risk Identification											Risk Analysis							Risk Mitigation Planning		Risk Tracking			
Risk ID	Date Identified	Risk Submitter	Risk Title	Risk Description	Source (Select)	Risk Owner	Risk Type (Select)	Risk Category (Select)	Risk Trigger Description (if > this)	Risk Trigger Expected Date	Potential Outcome (then > this)	Task ID	Associated Risks	Probability Rating (Select)	Prob Value	Impact Rating (Select)	Impact Value	Risk Exposure (Actual)	Risk Exposure	Top 5 Y/N (Select) (See Comment)	Risk Response Type (Select)	Risk Response Description	Risk Trigger Occurrence (Select)	Trigger Date Occurrence	Status (Select)	Notes
R001	20-Sep-15	Jeff Estes	Work Conflict	Currently, resource works 40+ hours per week. 24 of which is at EMAK, leaving the remaining 16 hours for various jobs and tasks	Project Manager	Jeff Estes	Threat	Schedule	Work and family schedules collide to make getting homework difficult	9/20/2015	Then will need to find alternative times and location to get work accomplished	1	Schedule	Near Certainty	0.5	Marginal	0.4	0.200	1.10	N	Accept	Describe planned response	No	Insert date Trigger occurred	Identified	Add notes as appropriate
R002	20-Sep-15	Jeff Estes	Family conflicts	Unanticipated family obligations that are announced the day before jeopardize the planned schedule	Project Manager	Jeff Estes	Threat	Schedule	Upon learning of a scheduled event that have not heard of will need to push schedule back and final alternative times to complete work	8/28/2015	then will have schedule slip if not carefully monitored		Schedule	Near Certainty	0.9	Marginal	0.05	0.045		N	Accept					
R003	21-Sep-15	Jeff Estes	TRG Employmee agreement will not allow me to create items on my own without prior approval by employer	This project is a proof of concept for something that I want to do - develop an app. If TRG owns this, then I'll have to think of something else	Project Manager	Jeff Estes	Threat	Business opportunity	If this occurs than will need to discuss with company CIO or Roy to make a determination if project is at risk or not	9/21/2015	Either I rescope my project - and they know of my intentions or I provide small scope so they are uninterested	Identify Task IDs as appropriate	Identify Associated Risk as appropriate	Likely	0.5	Marginal	0.2	0.100		Y	Exploit	This is a stakeholder identification project that I'm doing on my own time. If TRG determines this project will benefit them, I'll only provide the QRP and not the research material.		21-Sep-15	Triggered	Unless I can work a deal where this becomes my speciality within the company and I'm compensated for the effort.
R004	22-Sep-15	Jeff Estes	Work conflicts and large scaled responses	PM deployed to respond and is gone for a duration of more than 7 days during the 686a - planning or Phase 1 of project	Project Manager	Jeff Estes	Threat	Schedule	If PM is deployed then Project schedule could be compromised	Phase 1 - Planning	Schedule would be compromised			Low Likelihood	0.5	Serious	0.2	0.100		Y	Accept	Immediately discuss with primary advisor for advise on Deferment to the next semester or if PM can add time between PPM deliverables				
R005	22-Sep-15	Jeff Estes	Work conflicts and large scaled responses	PM deployed to respond and is gone for a duration of more than 7 days during the research phase - Phase 2 of project	Project Manager	Jeff Estes	Threat	Schedule	If PM is deployed then Project schedule could be compromised	Phase 2 - Research	Schedule would be compromised			Low Likelihood	0.3	Serious	0.2	0.060		Y	Accept					
R006		Jeff Estes	Work conflicts and large scaled responses	PM deployed to respond and is gone for a duration of more than 7 days during the research phase - Phase 2 of project	Project Manager	Jeff Estes	Threat	Schedule	If PM is deployed then Project schedule could be compromised	Phase 3 - Execution	Schedule would be compromised			Low Likelihood	0.5	Serious	0.05	0.025		Y	Accept					
R007	22-Sep-15	Jeff Estes	Work conflicts and large scaled responses	PM deployed to respond and is gone for a duration of more than 7 days during the 686b - executing	Project Manager	Jeff Estes	Threat	Schedule	If PM is deployed then Project schedule could be compromised	Phase 3 - 686b	Schedule would be compromised			Low Likelihood	0.3	Serious	0.2	0.060		Y	Accept					
R008	22-Sep-15	Jeff Estes	Normal scheduling	Scheduling homework time around normal work and family schedule	Project Manager	Jeff Estes	Threat	Schedule	Family activities where Jeff wanted to participate, perhaps he should reconsider time allocation	Phase 1, 2, 3	Schedule would be compromised			Highly Likely	0.7	Very Serious	0.4	0.280		Y	Accept	Talk with family about how much time commitment this project is and about how finishing will be better for the family	Yes	Every day	Resolved	This was the most difficult project as it was during family time.
R009	22-Sep-15	Jeff Estes	quality of documents	PM like to have professional looking documents, however due to time constraints this might not be possible	Project Manager	Jeff Estes	Threat	Quality	if quality of documents detract from "Looks" then content is most important	PPM #2	then document will have content of a master student but look might be lesser than PM desireable			Likely		Marginal		0.000								
R010	22-Sep-15	Jeff Estes	Research - Interviews	Primary contact person for interviews in unable to participate	Project Manager	Jeff Estes	Threat	Research	if primary selected candidate is not able to participate then then proceed to secondary candidate	686b PPM#1 or 2	Identify 2 or 3 potential candidates that would me the criteria for an interview.							0.000								
R011	6-Nov-15	Jeff Estes	Research Interviews and Surveys	In the original plan, the KPI was that an estimated 50 % of idnetify cadidate will participate. However, with the initial test phase, the PM assistant still have not taken the surevy after 5 dyas. This could indicate the true responses will be.	Project Manager	Jeff Estes	Threat	Research	From the date of sending the survey, if more than 7 days lapse, this might indicate a risk	PPM#2	The QRP SRM will not contain a well rounded statistical basis.			Likely	0.5	Significant	0.2				Accept	Not having a well rounded Radar chart will not inhibit PM from producing the QRP product.				
R012	24-Sep-15	Jeff Estes	Research - Surveys	Primary contact person for surveys in unable to participate	Project Manager	Jeff Estes	Threat	Communication	if primary selected candidate is not able to participate then then proceed to secondary candidate	686b PPM#1 or 2	Identify 2 or 3 potential candidates that would me the criteria for an interview.							0.000								
R013	24-Sep-15	Jeff Estes	Additional Stakeholders	Due to nature of project others for either academic reasons or profesional reasons will want to be apart of internal project team	Project Manager	Jeff Estes	Opportunity	Stakeholder	If in coordinating information other show a desire to be part of internal team, PM must decide based on IRM and what is best for project	686a and 686b	Increased scope increase management effort			Low Likelihood			0.1	0.000			Exploit	Depending on who is wanting to participate, I'll ask them to contribute by being and interviewee or participate in the survey	Yes	24-Sep-15	Resolved	Shannon Miller works with project sponsor - Steve Russell. She'll review documents for flow participate in interview and survey due to her position within DNR.
R014	30-Aug-15	Jeff Estes	committee "mentor" feedback	Two types of communications with results have been observed. 1- normal coorespondence 2- Dire coorespondence	Project Manager	Jeff Estes	Threat	Communication	When email is send and replied to more than 24 hours later, this is a threat	686a and 686b	Need to provide increased notice for communications			Highly Likely	0.3	Marginal	0.05	0.015			Mitigate/Control	Follow-up				
R015	5-Oct-15	Jeff Estes	Ability to properly use MS Project	MS Projects schedule not working correctly or PM's abilty to properly use program	Project Manager	Jeff Estes	Threat	Technical	when drafting PM schedule, errors occur creating delays in schedule	686a and 686b	Then will seek advice from Roger and watch You Tube videos to fix the issue			Highly Likely	0.3	Significant	0.1	0.030		Y	Accept	used MS Projects to account for list of tasks in sequential order only then exported list to a separate spreadsheet inorder to use my chosen Kas of various and % complete.	Yes	Each time attempts to align task list to modified dates, the beginnign and end (amongst other issues) would occur	Planning Complete	Manipulated spreadsheets and used app to mange according to matrix
R016	11-Oct-15	Jeff Estes	Academic expecations	During 9 Oct 15 class, deliverables were explained which will require a scope change	Project Manager	Jeff Estes	Opportunity	Scope	9 Oct class	686a	better scope definition			Likely	0.5	Marginal	0.2	0.100			Accept	Having this information earlier will assist in better scope definition	Yes	9-Oct-15	Resolved	will result in better scope definition.
R017	20-Oct-15	Jeff Estes	Scheduling compression opportunity	Due to Sponsor providing an opportunity for presenting the QRP concept to at an OCS meeting January 6, 2016- the project will have to be mostly completed by that time	Project Manager	Jeff Estes	Opportunity	Schedule	20-Oct-15	686b	This will provide additional time to complete the project thesis paper			Highly Likely	0.7	Marginal	0.4	0.280	Positive	Y	Accept	This will force PM to proform project between classes, which will mitigate the risk of Work and Family schedules during the "busy" seaon of work - Feb - Aug	Yes	20-Oct	Planning Complete	Project schedule has be reshuffled to take avantage of extra time before 686b class begins.
R018	29-Nov-15	Jeff Estes	Change Management Process	Currently every change needs to be modified and should be up to the PM to ensure change in modified.	Project Manager	Jeff Estes	Opportunity	Technical	29-Nov-15	686a	if not changed then could delay schedule significantly			Highly Likely	0.5	Marginal	0.2	0.100	Positive	N	Mitigate/Control	Using change control process, change the process for making changes	Yes	29-Nov	Resolved	
R019	30-Oct-15	Jeff Estes	IRB proposal and process	IRB Process	Committee mbr	Luann Piccard	Opportunity	Scope	If IRB process does not need to occur, this wil reduce amount of scope (and frustration) to project	686a	This additional time will be dedicated to beginning project at earlier dates			Likely	0.5	Significant	0.2	0.100	Positive	Y	Accept	What this means is PM will have less constraints for ensuring project is completed ahead of schedule. Also, PM will be at liberty to modify research without gaining approval.	No	30-Oct-15	Resolved	No issues
R020	23-Nov-15	Jeff Estes	Final 686a Brief	Professor's do not agree with my Kanban scheduling and require different methods of measuring	Project Manager	Jeff Estes	Threat	Schedule	If during the presentation I'm asked for different measurement, than I'll need to accept these and using change control process update the plan	686a	More robust - but not efficient monitoring			Likely	0.5	Serious	0.4	0.200	negative	Y	Enhance	If risk is realized, I'll need to significantly modify the plan	No	2-Dec-15	Resolved	No mention

			Risk Identification											Risk Analysis							Risk Mitigation Planning		Risk Tracking			
Risk ID	Date Identified	Risk Submitter	Risk Title	Risk Description	Source (Select)	Risk Owner	Risk Type (Select)	Risk Category (Select)	Risk Trigger Description (if > this)	Risk Trigger Expected Date	Potential Outcome (then > this)	Task ID	Associated Risks	Probability Rating (Select)	Prob Value	Impact Rating (Select)	Impact Value	Risk Exposure (Actual)	Risk Exposure	Top 5 Y/N (Select) (See Comment)	Risk Response Type (Select)	Risk Response Description	Risk Trigger Occurrence (Select)	Trigger Date Occurrence	Status (Select)	Notes
R021	7-Dec-15	Jeff Estes	Survey execution	When working with free web services such as survey monkey's, more time must be scheduled. When I experienced was thinking I could spearate the results from the 4 groups, but instead, ended up having to create 4 groups in surveymonkey	Project Manager	Jeff Estes	Threat	Schedule	Having a few hours delay in the survey process due to having to figure out to separate the groups	686r	increased schedule			Likely	0.5	Marginal	0.2	0.100	negative	N	Accept	a work around had to be devised.	Yes	7 Dec 15`	Resolved	took about 1 additional hour to figure out and actuallky customize
R022	23-Jan-16	Jeff Estes	OSC Conference	PM will not gain an audience with the OCS to present the topic	Project Manager	Jeff Estes	Opportunity	Stateholder	If PM does not get invited, then is OK, as it was an extra opportunity	686r	Less awareness			Highly Likely	0.3	Marginal	0.05	0.015		N	Accept	If risk is realized, PM will still be visiting them individually	Yes	5-Jan-16	Resolved	No loss of time.
R023	25-Jan-16	Jeff Estes	New Job Application	Job opening became available = planned tasked will be deferred	Project Manager	Jeff Estes	Threat	Business opportunity	If better job opening became available then PM will need to crash the schedule in other areas	686b	Then pm will possibly need to take more leave to catchup			Likely	0.5	Marginal	0.4	0.200	negative	Y	Accept	If risk is realized there could be scondary risk as noted below	Yes	24 Jann 16	Triggered	See next risk
R024	25-Jan-16	Jeff Estes	New Job	New job = Loss of normal computer	Project Manager	Jeff Estes	Threat	Business opportunity	if new job and loss of normal computer, then will have to work with unfamiliar computer and programs	686b	not able to catch up			Not Likely	0.1	Very Serious	0.2	0.020	negative	N	Avoid	I'll avoid by ensuring other computer is up to par and ready to roll				
R025	25-Jan-16	Jeff Estes	New job	New Job = no extra vacation for the semester	Project Manager	Jeff Estes	Threat	Business opportunity	if new job and unablet to take extra time for project PM will work later and on weekends	686b	loss of sleep, irritiability			Likely	0.3	Marginal	0.1	0.030	negative	N	Avoid	If new job then PM can possibly negotiate time to finish Capstone	Yes	13-Feb-16	Resolved	Extra time had been planned so so slip to schedule
R026	12-Feb-16	Jeff Estes	Writers Block	during scheduled final paper writing times, thoughts and ideas do not flow as well as originally planned	Project Manager	Jeff Estes	Threat	Schedule	the level of efforts becomes significantly less efficent	686b	schedule slip	3.5		Likely	0.5	Marginal	0.2	0.100	negative	N						
R027	15-Feb-16	Jeff Estes	Final paper Editor	Editor not available to provide edit of final paper	Project Manager	Jeff Estes	Threat	Schedule	If editor cannot edit paper for whatever reason, this will likely result in quality of paper going down.	686b	Quality compromished	3.5		Likely	0.3	Significant	0.2	0.060	negative	Y	Mitigate/Control	Be in constant communications with editor. Learn her schedule in advance				
R028																		0.000								
R029																		0.000								
R030																		0.000								
R031																		0.000								
R032																		0.000								
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REQUIREMENTS TRACEABILITY MATRIX

Project Name: **QRP Project**
Project Manager Name: **Jeff Estes**
Project Description: **Unfied Command Stakeholder Analysis**

	(optional)				Scope Management							Acceptance Criteria					(optional)
ID	*WBS ID*	*Assoc Req ID*	*Requirements Assumption(s) and/or Customer Need(s)*	*Description*	*from Stakeholder*	*Project Lifecycle*	*Status*	*Type*	*Priority*	*Change Control*	*Change Notes*	*Criteria 1*	*Criteria 2*	*Verified by Sponsor*	*Verified By Customer*	*Sponsor Acceptance*	*Additional Comments*
001			Project Mangement Plan (686a)	Develop a complete and executable Project Management Plan	Jeff Estes	Phase 1 - 686a	Execute	Academic	M	No		Meets academic rubric from PM 686a syllabus for passing grade of > 90%	Usable	Yes	Yes	Yes	This is a deliverable for 686a and will be used to execute the Project during 686b from January to May 2016 **- 16 Jan 2016 - Received a passing grade of 100% for the PMP**
002			Final Project Report (686b)	Draft and write a complete final project report from the entire project lifecycle for Jeff Estes' project	Jeff Estes	Phase 3 - Execute	Planned	Academic	I			Meets academic rubric from PM 686b syllabus for passing grade > 90%	Understandable	Yes	Yes	Yes	This is a final academic deliverable for 686b after project is completed.
003			QRP Supporting Materials Reference	Collect, document and develop a draft report of all collected materials for inclusion into QRP. This materials will be an appendix to the Final Project Report	Jeff Estes	Phase 3 - Execute	Planned	Project Product	I	Yes	Change Control # 004 This was originally going to be a separate document, however, by placing within the Final report, this would save a tremendous amount of time.	Must be understandable and applicable to answer regulator who would repond to pollution incident.	Hopefully will have enough sustanance to add to QRP from 2 - 6 pages.	No	No	No	The customer do not know what they don't know. During project execution (686b) and after research has been conducted, the first draft of the QRP will be developed. After which a test period for the project sponsor and selected customers to provide comment on the product for a few criteria. Once this period is over, and comments collected, a determination between sponsor and project manager to decide if comments warrant a change to the product.
			Spider (Radar) Chart	Spider chart is a result of combined survey and interview questions to assess the stakeholder maturity (awareness) between selected groups in order to identify gaps.	Jeff Estes	Phase 2 - Research	Planned	Research	L			Usability to draw conclusions about stakeholder awareness	Academic research only. Once completed project tean could draw conclusions	Yes	Yes	Yes	This is not required for the product development, rather the survey's and interviews provide an awareness of stakeholder maturity gaps and possible areas for additional training.
004			Regulatory Stakeholder Register	Regulatory Stakeholder Register with the following key research items Stakeholder classification of regulators considering Lynda Bourne's Stakeholder maturity assessment criteria.	Jeff Estes	Phase 2 - Research	Execute	Project Product	M			Register will be filterable by stakeholder categories		Yes	yes	Yes	This register is the core of the project deliverables. The filterability to manipulate for different views is critical for categorizing stakeholders by groups.
005			--> Research Categorical Group	- UC and representatives - Natural Resource Trustees - Responsible Parties (commerical) - Response Contractors	Jeff Estes	Phase 2 - Research	Planned	Research	L	No		These groups meet normal response categories	They should be a good representation of response stakeholders	Yes	Yes	Yes	The fully completed Stakeholder Register analysis will assist in stakeholder classification
			--> Survey's	Specific questions to be asked to a group (organization) to validate their knowledge of ICS response Regulatory Stakeholders	Jeff Estes	Phase 3 - Execute	Planned	Research	L	No		50% of identified particpants take survey	of the 50% all need to submit the survey	yes	yes	Yes	50 % is indicative of eihter the primary or secondary identified stakeholder from within a categorical group **-16 Jan 16 About 50% of stakeholder particpate**
			--> Interivews	Specific and non-specific questions to be asked to a an individual within an organization to validate their knowledge of ICS response Regulator stakeholders	Jeff Estes	Phase 3 - Execute	Planned	Research	L			50% of identified particpants participate in the interview	of the 50% all need to participate in the interveiw process	yes	yes	Yes	50 % is indicative of eihter the primary or secondary identified stakeholder from within a categorical group - 16 Jan 16 About 30% particiated in th internview - Cat 1, 2 only.
006			--> Urgency (Time sensitivity and Criticality)	The is subjective which is out of scope. Only regulatory objective information can be used as found within the Regulations can be used to support this project	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	Urgency is a combination of: Value - How much stake does a person have in the outcome? Action - How likely will a person take action pos, neg to influence outcome?
007			--> Proximity to the Unified Command	Proximity will be collected from the literary research to support their stake. Those who normally would response within the command structure would have the most proximity.	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	Every regulation is important to a response, therefore all regulators much go through the F/SOCS. Those who show up to a response get the say.
008			--> Priority to the Unified Command	The ICS Structure uses the PEAR Model for prioirty	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	Every regulation is important to a response, therefore all regulators much go through the F/SOCS and follow the PEAR model for priority.
009			--> Power to the Unified Command	The Unified Command and their regulatory knowledge of what is at stake will determines who has the most "power"	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	Groups are logically classified	Sponsor accepts logic	No	No	NO	The F/SOCS are coordinators of regulatory entities and therefore represent their stake during a response.
010			--> Interest to the Unified Command	Are their regulatory entities who have stake but is so small they have not interest in being representated by the UC or they simply do not know?	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	During the literary research, regulatory stakeholders could be identified that have a stake, but the outcome would be so small their interest is not enough to warrant their time commitment.
011			--> Develop a Power Interest Grid	By combining the Power and Interest stakeholder into a cube, a dipiction can be made	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	A power | Interest grid represents pictorially and if any information is contained could be added to QRP
012			--> Direction of Influence	Describe influence from a particular agency. For example. USFWS answers to DOI	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	At times a regulatory entity might have a minimal stake, but their overarching organziation might be very interested in the outcome. They are a risk and must be accounted for.
013			--> Key Influenceers / Relationship	This could be subjective or objective depending upon what literary research and/or interviews and survey's produce.	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Change Control # 005	It's filled in		No	No	NO	
014			Develop Cross Functional Chart (Swim Lane)	Develop a Swim Lane chart that provides visual representation of where a regulatory should be placed within the ICS structure to be most effective.	Jeff Estes	Phase 3 - Execute	Planned	Project Product	L	Yes	The Swim lane would not fit with the extra information discovered during the research Phase	Must align and provide greater depth of knowledge then currentl exists within Annex B	Must be eariliy understandable even to those who have little ICS knowledge.	No	NO	NO	This Cross functional diagram is a critcal outcome of this project.

REQUIREMENTS TRACEABILITY MATRIX

Project Name: **QRP Project**
Project Manager Name: **Jeff Estes**
Project Description: **Unfied Command Stakeholder Analysis**

	(optional)					Scope Management						Acceptance Criteria					(optional)
ID	WBS ID	Assoc Req ID	Requirements Assumption(s) and/or Customer Need(s)	Description	from Stakeholder	Project Lifecycle	Status	Type	Priority	Change Control	Change Notes	Criteria 1	Criteria 2	Verified by Sponsor	Verified By Customer	Sponsor Acceptance	Additional Comments
016			Develop Acronym list	While conducting literary research, an acronym list will be developed	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Determined not needed	Must list all acronyms within the QRP Supporting Reference Material		No	No	No	Federal and state agencies use aconyms to simpify longer names and will be very important for transparency between customer groups. All unusual acronyms were spelled out.
017			Develop Definition List	While conducting literary research, an definition list will be developed	Jeff Estes	Phase 2 - Research	Planned	Research	L	Yes	Determined not needed	Must list all unusual terms used within the QRP Supporting Reference Material		No	No	No	Not all words have the same meaning. To ensure cross customer understanding, a definition list will be developed. Not used. Instead federal and state regulatory reference citation were used.
018			Develop list of regulatory agencies and their stake	Using available Alaskan references - Namely the Unified Plan - identify and list regulatory agencies that have a stake during a response. During literary research, identify those NOT listed in the Unified Plan and list those for further analysis	Jeff Estes	Phase 2 - Research	Planned	Project Product	L	No		List must include all agencies referenced within the QRP Supporting Reference Materials		Yes	Yes	Yes	List those agencies included or not on the list.
			QRP Project	The QRP product should meet the following printable quality control: - 2 - 6 pages - bi or tri-pamphlet style (foldable) - ability to clip inside a 3 ring binder - Be colorful and appealing to sight - be laminated (if PM can identify a publisher) or at a minimum be formatted for quick print.	Jeff Estes	Phase 3 - Execute	Planned	Project Product	L			Once a draft is producted, it will be send via PDF to Key stakeholder for comments. Once comments are returned, Project sponsor and team will decide if comments warrant a change.	See Description column E.	Yes	Yes	Yes	This has never been done before and is expected to have many comments from color, to information that is beyond the scope of this project. Those comment that are accepted but do not warrant a change to the original product will be collected and could lead to another project.

Stakeholder Register - Development of a "Unified Command" Stakeholder 'Quick Reference Pamphlet' (QRP) for emergency responses Project

Identification Information									Assessment Information (Their project requirements and expectations)					Classification (Their relationship to and ability to impact a coordinated response effort) *The perspective is from from Senior leadership (OSC, RPIC) as the project managers*													
Internal Stakeholders (internal to performing organization)	Organization / Name	Level: Federal, State, Local, RP, Academic, other	Position/Title	Location	Role		Contact Information	Email Address	Major requirements	Measures of Success	Expectations	Primary Concerns	Other helpful info	N/A	Classification (e.g. P/I, P/I, I/I, Salience, etc. I) Power | Interest	Project / Product Interest	Urgency: Value	Urgency: Action	Proximity	Priority	Current Level of Support	Desired Level of Support	Direction of Influence		Key Influencers / Relationships	Other helpful Information	Mode
UAA - Jeff Estes	Jeff Estes	Academic	Graduate Student	Anchorage, AK	Project Manager		907-205-0705	fresenco@gmail.com	- Effective QRP Product - Stakeholder Research - Interviews - Survey - Final Research Paper	Meet PPMs and project reporting	Timely communication	Lack of timely communications	Holds a full time Job and family life		HIL - Keep Satisfied	Positive	VS	AS	4	5	4 - Supporting	4 - Supporting	Internal	Downwards			Email, text phone call
UAA - LuAnn Piccard	LuAnn Piccard	Academic	Academic Advisor	Anchorage, AK	Advisor		907-786-1917	lpiccard@uaa.alaska.edu	Effective execution of PM Plan	Meet Milestones Academic & Project	Timely communication	Lack of timely communications	is very interested in this particular project		HIH - Manage Closely	Positive					4 - Supporting	4 - Supporting	Internal	Downwards	Has direct relationship with project team		bi-weekly meetings, email
UAA - Roger Hull	Roger Hull	Academic	Academic Advisor	Anchorage, AK	Advisor		907-786-1923	rkhull@uaa.alaska.edu	Effective execution of PM Plan	Meet Milestones Academic & Project	Timely communication	Academic				Positive											as needed
UAA - Walter Almon	Walter Almon	Academic	Adjunct Faculty Advisor	Anchorage, AK	Advisor		907-632-8122	walter.almon@yahoo.com	Effective execution of PM Plan	Meet Milestones Academic & Project	Timely communication	he has 2 other students				Positive											TBD
ADEC - Steven Russell	Steven Russell	State	Sponsor	Kenai, AK	Sponsor		907-394-1124	steven.russell@alaska.gov	- Effective QRP Product - Ability for him to assist me	To be determined once we evaluate the first draft	My success and would like to use as followin to create an app	I have enough time	would like Shannon Miller to assist with project			Positive									Interagency Coordinator		Email updates and phone calls
Brandi Estes - wife	Brandi Estes	Other	Wife	Anchorage, AK	Editor		907-205-0706	fresencopatio@eci.net	Husband completes each milestone on schedule	Graduation on time			Will primarily review and edit all drafts														email the document
ADNR - Shannon Miller	Shannon Miller	State	Internal Project Team	Anchorage, AK	Editor and Stakeholder for DNR		907-227-3299	shannonm@arakoll@gmail.com;		N/A	N/A	N/A	Interested in PM and is willing to review documents														email, Text, Phone calls
External Stakeholders (external to performing organization)	Organization / Name	Level: Federal, State, Local, RP	Position/Title	Location	Major requirements Stake / cited Regulation during a response to Pollution		Contact Information	Email address	Marketability	Measures of Success	Expectations	Primary Concerns	Anticipated category	Research Categorical Group	Classification (e.g. P/I, P/I, I/I, Salience, etc. I) Power | Interest	Project / Product Interest	Urgency: Value	Urgency: Action	Proximity	Priority	Current Level of Support	Desired Level of Support	Direction of Influence		Key Influencers / Relationships	Other helpful Information	Mode
Oil & Gas companies Sample - Darrell Becker	ExxonMobil	Industry	RPIC	Anchorage, ak	RP		To Be Selected		Yes this product would be marketable	Something that is quick, provides high level details and is easy to read	Something is better than nothing	accuracy	Known Unknown	Group 3 - RP		Positive											
Alaska Regional Response Team (ARRT)	Chris Field	Federal	Overseas Unified Command	Alaska	RRT Co-Chair				they would ask Who would maintain such a document	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 1 - Fed/State UC	HIL - Keep Satisfied	Positive									Natural Resource perspective	
Alaska Regional Response Team (ARRT)	Calvin Terada	Federal	RRT Co-chair	Seattle	Stakeholder		Calvin Terada	terada.calvin@epa.gov																	OSC Perspective	
U.S. Environmental Protection Agency	Robert Whittier	Federal	Unified Command	Anchorage, ak	OSCoordinator				This group would like such a document as it would assist all parties during an emergency	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 1 - Fed/State UC	HIL - Keep Satisfied	Positive										
U.S. Coast Guard	Scott W. Bornemann	Federal	D17 Prevention	Juneau, AK	Chief Prevention			Scott.w.Bornemann@uscg.mil																			
U.S. Coast Guard	Paul Abertson	Federal	Sector Anchorage	Anchorage, ak	OSCoordinator																						
U.S. Coast Guard	Respresentative																										
U.S. Coast Guard	Todd Begalis	Federal	Unified Command	Anchorage, ak	OSCoordinator Representative				This group would like such a document as it would assist all parties during an emergency	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 1 - Fed/State UC	HIL - Keep Satisfied	Positive										
U.S. Coast Guard	TBD	Federal	FOSC ®	Anchorage, ak	OSCoordinator Representative																						
U.S. Coast Guard	TBD	Federal	FOSC ®	Anchorage, ak	OSCoordinator Representative																						
U.S. Department of the Interior	Phillip Johnson	Federal	RRT - 1st	Anchorage, ak			907-271-5011	Phillip_Johnson@ios.doi.gov	This group would like such a document as it would aslt DOI with filling their sub departments into the correct ICS support spot.	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 2 - Fed/State Trustee Agencies	HIH - Manage Closely	Positive										
U.S. Department of the Interior	Grace Cochon	Federal	RRT - 2nd	Anchorage, ak			907-271-5011	Grace_Cochon@ios.doi.gov	Same					Group 2 - Fed/State Trustee Agencies		Positive										
U.S. Department of Commerce	Sadie Wright	Federal	1st	Anchorage, ak	NMFS		907-586-7630	sadie.wright@noaa.gov	?	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 2 - Fed/State Trustee Agencies	L/H - Keep informed	Positive										
U.S. Department of Commerce	Alenia Jensen	Federal	2nd	Anchorage, ak			907-5867248	alenia.jensen@noaa.gov	Same					Group 2 - Fed/State Trustee		Positive										
U.S. Department of Commerce - Scientific Support Coordinator	Catherine Berg	Federal	1st	Anchorage, ak	Provides FOSC access to NOAA resources		907428-6143	catherine.berg@noaa.gov	This group would like such a document due to it facilitating better understanding of needs throughout the regulatory community.					Group 2 - Fed/State Trustee Agencies	L/H - Keep informed	Positive										
U.S. Department of Agriculture	Sam Carlson	Federal	1st	Anchorage, ak			907-586-8733	samuel.carlson@fs.fed.us	?	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 2 - Fed/State Trustee Agencies	L/H - Keep informed	Positive										
U.S. Department of Agriculture	Gary Sonnenberg	Federal	2nd	Anchorage, ak			907-586-8882	gsonnenberg@fs.fed.us	Same					Group 2 - Fed/State Trustee Agencies		Positive										
U.S. Department of Homeland Security - Federal Emergency Management Agency	Tom Wilder	Federal	FEMA Director for Alaska	Anchorage, ak			(907)630-6069	thomas.wilder@dhs.gov	This groups interest would not be having a similar product for Stafford Act Emergencies	N/A	N/A	N/A	Most do not know therefore have no requirements	Group 4 - Contractors	L/H - Keep informed	Positive										

| | | |

	Date	Day	Start	Finish	Timesheet Cumulative **179.00**	Planned WBS	Changed management
	22-Jan	Friday	15:30	17:30	2.00		
	23-Jan	Saturday	8:00	15:00	7.00		
	24-Jan	Sunday			0.00		Schedule Change - Schedule Change - Worked on EPA job application
	25-Jan	Monday	19:20	23:00	3.67		
	26-Jan	Tuesday	16:30	17:30	1.00		
	27-Jan	Wednesday	15:30	19:30	4.00		Schedule Change
	28-Jan	Thursday	18:00	23:00	5.00		Schedule Change '- Modified TOC - Submitted 2 formal changes
Wk 9	29-Jan	Friday	9:00	10:00	1.00		
	30-Jan	Saturday	10:00	16:30	6.50		Schedule Change - Decided to finish PPMb#1
	31-Jan	Sunday	11:30	16:30	5.00		
	1-Feb	Monday	8:00	9:00	1.00		
	2-Feb	Tuesday			0.00		
	3-Feb	Wednesday	9:30	19:00	9.50		Experienced formating issues when putting all registers on a page within Publisher
	4-Feb	Thursday	17:00	18:00	1.00		
10	5-Feb	Friday	9:00	11:00	2.00		

Wk 1	6-Feb	Saturday	6:00	9:40	3.67		
	7-Feb	Sunday	8:00	11:30	3.50		
	8-Feb	Monday	18:45	23:00	4.25		
	9-Feb	Tuesday			0.00		
	10-Feb	Wednesday	19:00	22:00	3.00		
	11-Feb	Thursday	19:00	22:00	3.00		
	12-Feb	Friday	15:30	18:00	2.50		
Wk 11	13-Feb	Saturday	9:00	15:00	6.00		
	14-Feb	Sunday	9:00	18:40	9.67		
	15-Feb	Monday	12:00	15:00	3.00		drafted research chapte
	16-Feb	Tuesday	19:30	21:15	1.75		
	17-Feb	Wednesday			0.00		
	18-Feb	Thursday			0.00		
	19-Feb	Friday	18:00	22:00	4.00		Chapters 6, 7, 8
Wk 12	20-Feb	Saturday	8:45	14:00	5.25		
	21-Feb	Sunday	9:40	15:30	5.83		
	22-Feb	Monday	19:00	20:30	1.50		
	23-Feb	Tuesday	19:00	20:30	1.50		
	24-Feb	Wednesday	12:00	16:00	4.00		
Wk 13	25-Feb	Thursday	8:00	13:30	5.50		
	26-Feb	Friday			0.00		
	27-Feb	Saturday			0.00		
	28-Feb	Sunday			0.00		
	29-Feb	Monday			0.00		
	1-Mar	Tuesday	18:00	18:30	0.50		
	2-Mar	Wednesday	19:00	20:30	1.50		
	3-Mar	Thursday			0.00		
	4-Mar	Friday	15:00	18:00	3.00		
	5-Mar	Saturday			0.00		

Wk 14	6-Mar	Sunday	9:30	14:30	5.00		
	7-Mar	Monday			0.00		
	8-Mar	Tuesday	9:30	18:30	9.00		
	9-Mar	Wednesday			0.00		
	10-Mar	Thursday			0.00		
	11-Mar	Friday	15:30	17:30	2.00		
	12-Mar	Saturday			0.00		
Wk 15	13-Mar	Sunday			0.00		
	14-Mar	Monday	20:30	22:10	1.67		
	15-Mar	Tuesday			0.00		
	16-Mar	Wednesday	7:00	16:30	9.50		
Wk 16	17-Mar	Thursday	7:00	10:30	3.50		
	18-Mar	Friday	7:00	10:30	3.50		
	19-Mar	Saturday			0.00		
	20-Mar	Sunday			0.00		
	21-Mar	Monday			0.00		
	22-Mar	Tuesday			0.00		
	23-Mar	Wednesday			0.00		
	24-Mar	Thursday			0.00		
Wk 17	25-Mar	Friday	8:00	9:30	1.50		
	26-Mar	Saturday			0.00		
	27-Mar	Sunday	8:30	10:00	1.50		
	28-Mar	Monday			0.00		
	29-Mar	Tuesday	20:30	22:30	2.00		
	30-Mar	Wednesday	16:45	21:30	4.75		

Wk 18	31-Mar	Thursday	20:30	22:00	1.50		
	1-Apr	Friday	15:30	17:30	2.00		
	2-Apr	Saturday			0.00		
	3-Apr	Sunday			0.00		
	4-Apr	Monday			0.00		
	5-Apr	Tuesday	20:30	22:30	2.00		
	6-Apr	Wednesday	20:30	22:30	2.00		
	7-Apr	Thursday			0.00		
Wk 19	8-Apr	Friday			0.00		
	9-Apr	Saturday			0.00		
	10-Apr	Sunday			0.00		
	11-Apr	Monday			0.00		
	12-Apr	Tuesday			0.00		
	13-Apr	Wednesday			0.00		
	14-Apr	Thursday			0.00		
	15-Apr	Friday			0.00		
	16-Apr	Saturday			0.00		
Wk 20	17-Apr	Sunday			0.00		
	18-Apr	Monday	8:00	12:00	4.00		
	19-Apr	Tuesday	8:00	10:00	2.00		
	20-Apr	Wednesday			0.00		
	21-Apr	Thursday			0.00		
	22-Apr	Friday			0.00		
Wk 21	23-Apr	Saturday			0.00		
	24-Apr	Sunday			0.00		
	25-Apr	Monday			0.00		
	26-Apr	Tuesday			0.00		
	27-Apr	Wednesday			0.00		
	28-Apr	Thursday			0.00		
	29-Apr	Friday			0.00		
Wk 22	30-Apr	Saturday			0.00		
	1-May	Sunday			0.00		
	2-May	Monday			0.00		
	3-May	Tuesday			0.00		
	4-May	Wednesday			0.00		
Wk 23	5-May	Thursday			0.00		
	6-May	Friday			0.00		

Work done

Class 1 (Fri, Jan 22 15:30 - 17:30)	
Competed Regulation Org chart	WBS
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours) **Josh & Molly Birthday Weekend**	3
	3.1
Reviewed and draft printed QRG1 Populated checklist for PPM's	3.1.1
Worked on adjusting the spreadsheet for KA % complete // done later Work completed in Variances // done later	3.1.1.1
Read over PM Plan (during work day) PM Plan Monitoring and updating Send Lou email regarding schedule Send Steve Russell Product update Update TOC in WBS Prep for meeting with LuAnn	3.1.1.2
Meeting with LuAnn	3.1.1.3
Rebase lined Requirements to adjusted Scope Applied semi ridged scheduled Worked on PPMb#1 deliverables Data Collection and results 1.5 hours GSP signed Updated Student Advisor committee thingy	3.1.1.4
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours) -Finished PPMb#1, LL, KA Updates - Worked on QRP register - Box.com backup	3.1.1.5
- drafted email to test subjects	3.1.1.6
	3.1.1.7
Finished QRG REVISION 2 with the following formated registers - Page 1 Updated Agency Org Chart - 100% complete - Page 2 - Federal Regulation Register - 100% complete - Page 3 - State Regulation Register - 100 % complete - Page 4 - Stakeholder Register (still needs works) 80% complete - Box.com backup	3.1.1.8
Submit PPMb#1	3.1.1.9
Meeting with Rick Berhardt PPMb#1 Due	3.1.2

submit PPMb#1 I usable samle in PDF something else	3.1.2.1
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours) - Draft Report - Chapter 1 or 3 pages	3.1.2.2
Complete Box.com back up - Sent QRG pptx to Steve, Nick, rick - Reviewed Chapter 1 - wrote Chapter 2	3.1.2.3
	3.1.3
Chapter 2 and bagan 3 Updated Status report 2 due 10 Feb	3.1.4
Chapter 2 and 3 Review Being Chapter 4	3.2
Class 2 (Fri, Feb 13 - 15:30 - 17:30) Spoke to Roger about my progress	3.2.1
Write Chapters Ch 4 Ch 5 Ch 6 Ch 7	3.2.1.1
Ch 8 Ch 9 Ch 10	3.2.1.2
1st Review	3.2.1.3
COP Slope 1st Review	3.2.2
COP Slope	3.2.3
COP Slope	3.2.3.1
	3.2.3.2
Brandi Birthday chapters 5, 7	3.2.3.3
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours) Completed drafting final paper, Completed prepping for PPMb#2 Prepped folder and final paper document in Dropboxcom for lou to review.	3.2.3.4
1st review by Jeff Estes	3.2.3.5
1st review by Jeff Estes	3.2.3.6
Submit PPMb#2 1st review by Jeff Estes Submit final paper to Lou via Dropbox	3.3
Review draft report Submit report to Lou Email invite to final presentation for advisory committtee and key stakeholders	3.3.1
PPMb#2 Due **Travel to Vegas**	3.3.2
Holiday in Vegas	3.3.3
Iron Maiden in Concert	3.3.4
Travel to Anchorage	3.3.5
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	3.3.6
First PM 686b Go / No-Go Checkpoint Decision *Draft and submit 3 minute briefing*	3.3.7
	3.3.8
Class 3 (Friday, Mar 4 15:30 - 17:30)	3.4
	3.4.1

- PM Time (Update project documents, LL, Final Report, ETC. (2 hours) -Make corrects suggested by nick and finish QRP -Prep final product for Steve to sign and accept formally --Created project closure and acceptance form 2 hours -Change PM plan to reflect this change -Include all changes into PPT and email to Steve for review before conference all on Tuesday	3.4.1.1
	3.4.1.2
Comp Day - Teleconference call with Steve 09:3 - 10:30 Purpose of teleconference is to ensure all blocks are appropriately filled in - Finalize QRP for print and For Final Print and For Inclusion into Final Report After call -Adjust and finalize for printing -Call Kinkos for Printing Quote - Began developing final Presentation 3 hours	3.4.1.3
	3.4.1.4
	3.4.1.5
Class 4 (Fri Mar 18 15:30 - 17:30) - Techical Writing and Formatting Class	3.4.1.6
	3.4.1.7
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	3.4.1.8
Began adjustments for PPM#3 - Research results and deliverables - modified research presentation to include conclution - Drafted Knowledge area and Lessons learned	3.4.2
Spring Break	3.4.2.1
Spring Break Trip to Kenai to visit with project Sponsor Steve Russell. Provided overview of project to his staff, and discussed particulars including future adjustments - He signed project acceptance form and took a photo together.	3.4.2.2
Spring Break - adjustments to paper formating for editor completed remaining PPM#3 deliverables	3.4.2.3
Spring Break - Completed draft paper for PPM#3 for upload and - Submitted PPM#3	3.4.2.4
	3.4.2.5
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	3.4.2.6
	3.4.2.7
	3.4.2.8
Second 686b Go-No/Go Decision Checkpoint	3.4.3
	3.4.4
Received Lou final (at least I thought) edits, Printed paper to review final edits Complete Box.com file backup	3.4.4.1
	3.4.4.2
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	3.4.4.3
	3.4.4.4
Formated Bibliography and references. Review on paper	3.4.4.5
Final review and format to paper	3.4.5

PPM#4 - Lessons learned - Narrative report 3 minute brief	3.4.6
Class 5 (Fri, April 3 - 15:30 - 17:30)	3.4.6.1
	3.4.6.2
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	3.4.6.3
	3.4.7
Ensure all documents are perfect and ready to submit	3.4.8
Final Presentation Prep (includes practices)	3.4.8.1
Submit PPMb#4b	3.4.8.2
PPM#b4 Due	3.4.8.3
	4
- PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	
Final PM 686B Go/No-Go Decision Point	
Troop 219 ROCK GYM	
Troop 219 ROCK GYM - PM Time (Update project documents, LL, Final Report, ETC. (2 hours)	
Final Oral Defenses - Day 1	
Final Oral Defenses - Day 2 - accounts for printing time of binder	
Submit Final Deliverables	
Submit Final Deliverables	
Graduating Hooding Ceremony!!!!	
UAA Commencement Ceremony - Spring Graduates	

Task Name	Est. time	Actual Time	% Complete
			#DIV/0!
Phase 3 - 686b Execution, M&C, Closeout			
			#DIV/0!
Develop QRP Supporting Reference Material			
	26		#DIV/0!
Update Research Stakeholder Register			
	2	3.5	57%
ID of regulatory agencies			
	3		#DIV/0!
Organization delegating regulatory authority			
Classification by Group	3		#DIV/0!
	3		#DIV/0!
Urgency (time sensetivity and Criticality)			
	3		#DIV/0!
Priority to the UC			
Power to the UC	3		#DIV/0!
Develop the Power Interest Grid	3		#DIV/0!
	3		#DIV/0!
ID of what ICS positions they would integrate into			
Populate Stakeholder Circle Software as a research tool	3		#DIV/0!
	6		#DIV/0!
Draft Swim lane chart			

Include Agencies	2		#DIV/0!
Include Citation Reference	2		#DIV/0!
Design to fit	2		#DIV/0!
Write SRM	20		#DIV/0!
Complete QRP SRM	0		#DIV/0!
QRP Product Development	15		#DIV/0!
Decide on applicable reference material	15		#DIV/0!
Provide a list of applicable material and estimated page numbers	3		#DIV/0!
meet with sponsor to deside what is most important & if it will fit	8		#DIV/0!
Using MS Publisher, place information into program	15		#DIV/0!
Take Proof of Concept and futher refine	8		#DIV/0!
Submit RFQ for printing (Tentative)	0		#DIV/0!
Develop RFQ	0		#DIV/0!
Sumit to a few vendors for quote	0		#DIV/0!
Decide on vendor	0		#DIV/0!
Order	0		#DIV/0!
Review	0		#DIV/0!
approve and pay	0		#DIV/0!
Final research paper	64		#DIV/0!
Use 686a TOC and approve method for writing	40		#DIV/0!
1st Edit	8		#DIV/0!
2nd Edit	8		#DIV/0!
3rd Edit	5		#DIV/0!
Compile paper supporting materials	2		#DIV/0!
Put on Disk	1		#DIV/0!
Print Document	0.3		#DIV/0!
Place in Tabbed binder	1		#DIV/0!
Academic Milestones			#DIV/0!
QRP SRM - PPMb#1 - (22 Jan 16)	10		#DIV/0!

Change Control Process methods & Status			#DIV/0!
Project Management Plan Updates			#DIV/0!
Risk Response implementation			#DIV/0!
Project deliverables Status Update			#DIV/0!
Data collection/research update (should have all raw data at this point)			#DIV/0!
Updates (if any) KA...			#DIV/0!
Final signed GSP...			#DIV/0!
Updated Student/advisory Committee expectation			#DIV/0!
PPMb#2 -(26 Feb 16)	10		#DIV/0!
Update Abstract	0		#DIV/0!
Update Table of Contents	0		#DIV/0!
Update Research sources & Key Word update	0		#DIV/0!
Validate research analysis (need advisor approval)	0		#DIV/0!
Project progresss status (KA KPI measurements)	0		#DIV/0!
PM Plan updates (using change control process)	0		#DIV/0!
Risk Response Implementation	0		#DIV/0!
Project deliverables status update	0		#DIV/0!
First Go/No-Go Checkpoint - 4 March 2016	0		#DIV/0!
PPMb#3 - (18 Mar 16)	10		#DIV/0!
Research paper - Working draft complete and properly formated	0		#DIV/0!
Revised Abstract	0		#DIV/0!
Research results and analysis	0		#DIV/0!
Preliminary conclusions and project deliverable	0		#DIV/0!
Updated project schedule	0		#DIV/0!
2nd PM 686b Go/No-Go Decision Check Point 25 March 2016	0		#DIV/0!

PPMbb# 4 - (8 Apr 16)	10		#DIV/0!
Draft Presentation	0		#DIV/0!
Final completed and properly formatted project report and final project	0		#DIV/0!
Updated project schedule	0		#DIV/0!
Final PM 686b Go/No-Go Decision Check point 15 April 2106	0		#DIV/0!
Masters Graduation Hooding Ceremony (Sat Apr 30 , 2016)	0		#DIV/0!
Hooding Ceremony	0		#DIV/0!
Receive Masters Diploma	0		#DIV/0!
Hang Diploma	0		#DIV/0!
Completion of PM 686b	0		#DIV/0!
	0		#DIV/0!

317.3

Percent % Complete

Complete	Note complete	Notes

Change Control Request

General Information		
Project Name:		Date mm/dd/yy
Unified Command QRP Project		
Change Number		
Contact	Phone	Email
Person Requesting Change	Phone	Email
Jeff Estes	205-0705	**frozenco@gmail.com**

Change Request Analysis

Check each that apply

☐ Project Schedule	☐ Configuration Item	☐ Stakeholder issues
☐ Project Scope	☐ Major Deliverables/Outcomes	☐ Duration
☐ Technology	☐ Roles/Responsibilities	☐ Process
☐ Resources	☐ Other	

Note: An approved Change Control Request MUST accompany the Contract Amendment and Change Order Approval if applicable.

Change Request Definition and Analysis
Description – Describe the proposed change.
Justification – Justify why the proposed changes should be implemented.
Impact of Not Implementing – Explain the impact if the proposed change is not implemented.

Change Request Definition and Analysis			
Impacts of Change			
Schedule	☐ Increase	☐ Decrease	☐ Modify
Description:			
Scope	☐ Increase	☐ Decrease	☐ Modify
Description:			
Requirements	☐ Increase	☐ Decrease	☐ Modify
Description:			
Quality	☐ Increase	☐ Decrease	☐ Modify
Description:			
Technology	☐ Increase	☐ Decrease	☐ Modify
Description:			
Roles/Responsibilities	☐ Increase	☐ Decrease	☐ Modify
Description:			
Stakeholder Issues	☐ Increase	☐ Decrease	☐ Modify
Description:			
Major Deliverables/Outcomes	☐ Increase	☐ Decrease	☐ Modify
Description:			

Change Request Initial Review			
Review Date mm/dd/yy	Reviewer's Name	Reviewer's Project Role	Recommendation
			☐ Approve ☐ Reject ☐ Defer Until: mm/dd/yy
			☐ Approve ☐ Reject ☐ Defer Until: mm/dd/yy
Rationale for Recommendation – State the rationale for recommendation.			

Change Request Final Management Approval			
Final Approval Date mm/dd/yy	Name	Title	Recommendation
			☐ Approve ☐ Reject
Special Instructions – Provide any additional information regarding the final recommendation.			

Change Control Log

Project Name:	QRP Project
Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery

ID	Current Status	Priority	Change Description	Change Type (Impact)	Change Requester	Date Entered	Date Assigned	Status	Date of Decision
000	Open	High	**EXAMPLE:** Stakeholder					Closed	
001	Closed	Low	Added Final project report to the deliverables. During the 9 October class, it was further explained what the deliverables are which requires a scope change	**Scope**	Jeff Estes	10/11/15	10/11/15	Closed	11/11/15
002		Low	Added to the measurements from within the PM Plan - as the KA were updated, it became apparent, new methods had been added with will need to go into the PM Plan	**Matrix**	Jeff Estes	11/29/15	11/29/15	Closed	
003	Closed	Low	Currently within the Change Management Plan - it does not specific which change requires a formal process. There fore need to add	**Change Control Plan**	Jeff Estes	11/29/15	11/29/15	Closed	11/29/15
004	Closed	Medium	RTM #003 is to develop aQRP Supporting Reference Materials document to support the QRP by explaining this document and the research. However, this information will be included into the final paper. This will mitigate Risk #003	**Scope Management as documented in RTM**	Jeff Estes	01/29/16	01/29/16	Closed	
005	Closed	Medium	Doing a full scale "Stakeholder Cirlce" assessment on each agency representive. However, this is not possible due to the realized scope of this project. Therefore a Stakeholder on a Page will be done for each of the 4 groups.	**Scope Management as documented in RTM**	Jeff Estes	01/29/16	01/29/16	Closed	
006	Closed	Low	Added a formal project / deliverables acceptance form	**Quality**	Jeff Estes	03/06/16	03/06/16	Closed	03/06/16
007	Closed	Low	acroynm List	**Scope**	Jeff Estes	03/06/16	03/06/16	Closed	03/06/16
008	Closed	Low	Definition List	**Scope**	Jeff Estes	03/06/16	03/06/16	Closed	03/06/16
009									
010									
011									
012									
013									
014									
015									
016									
017									
018									
019									
020									
021									
022									
023									

Change Control Log

Project Name:	QRP Project
Project Manager Name:	Jeff Estes
Project Description:	Stakeholder Analysis and product delivery

ID	Current Status	Priority	Change Description	Change Type (Impact)	Change Requester	Date Entered	Date Assigned	Status	Date of Decision
024									
025									
026									
027									
028									
029									
030									

Included in Rev. #	Impact Summary
Yes	**EXAMPLE:** Potential project stoppage
Yes	This is a good thing as apparently PM did not fully understand the final report deliverables.
Yes	**This will need to be added to ensure the quality of the plan is kept up to date**
Yes	**Need to add a phrase defining the difference between operational changes and admistrative changes - which requires change control?**
Yes	Potential impact to quality and schedule. Changes will have to be made to the RTM
Yes	Potential impact to quality and schedule. Changes will have to be made to the RTM
Yes	Easier for project sponsor to see the deliverables and formally provide feedback.
Yes	None - determined was not needed and closed on RTM
Yes	None - determined was not needed and closed on RTM

Included in Rev. #	Impact Summary

Project Meeting Notes

Location:	University Mall room 155
Date:	Friday September 4, 2015
Time:	08:30 AM to 09:00 AM
Purpose:	Initial Project Advisor Meeting
Desired Outcomes:	• • ….. • …… • …..

1. Run by her how I plan to manage/track deliverables (PPM's) with alternative means: OneNote, schedule(EVM via Excel) and Quick Plan Pro via iPad)
2. Question. Is his sufficient to demonstrate mastery of schedule?
3. Do I need sponsor letters if I'm doing this as a solo project or would it look better if I had one?
4. Academic due dates. Are the one page briefings due the same time as the PPM?

Topic	Lead	Issues/Results
• …	Jeff	
• …..	Jeff	
• .	Jeff	

Attendance	Team Members
Jeff Estes	x
LuAnn Piccard	x
	x
	x

Notes from Meeting

- ….

Action Items From Meeting

#	ACTION ITEMS	Responsible Person(s)	Date Assigned	Due Date	Status
1					
2					
3					

Next Meeting Date:	
Location:	Time:

1 Unified Command Quick Referen...

CURRENT VIEW

+ FILTER + COMPARE + SHOW

No rules applied

Rules allow you to **FILTER**, **COMPARE** and **SHOW** results to see trends and patterns. Learn more »

SAVED VIEWS (1)

Original View (No rules applied)

+ Save as...

EXPORTS

SHARED DATA

No shared data

Sharing allows you to share your survey results with others. You can share all data, a saved view, or a single question summary. Learn more »

Share All

RESPONDENTS: 7 of 7 Export All Share All

Question Summaries Data Trends Individual Responses

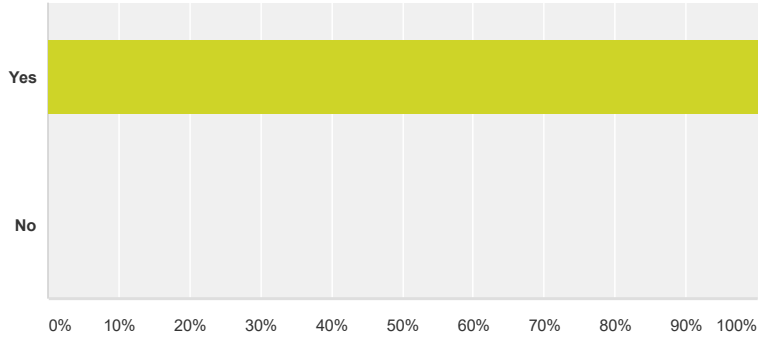
All Pages

PAGE 1: Welcome to My Survey

Q1 Customize Export

Do you agree to the above terms? By clicking Yes, you consent that you are willing to answer the questions in this survey.

Answered: 7 Skipped: 0



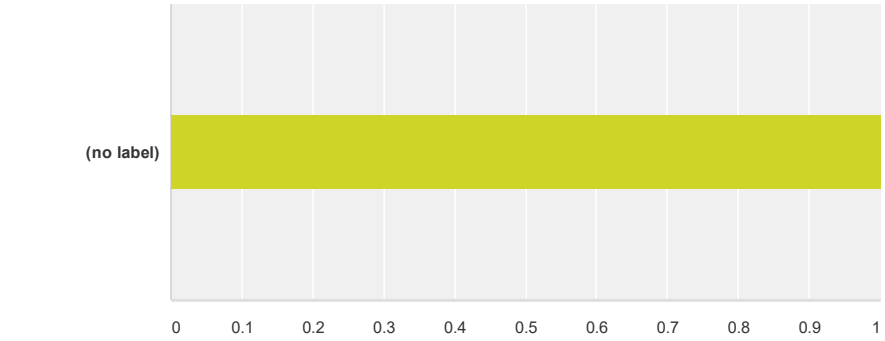
Answer Choices	Responses	
Yes	100.00%	7
No	0.00%	0
Total		7

PAGE 2

Q2 Customize Export

Are you new to Alaska

Answered: 7 Skipped: 0



	Yes (5)	No (1)	Total	Weighted Average
(no label)	14.29% 1	85.71% 6	7	1.00

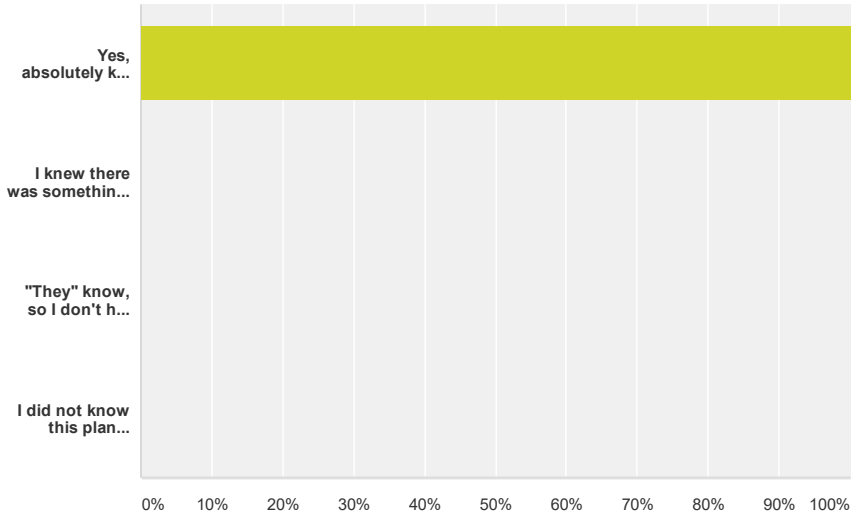
PAGE 3

Q3

Customize Export

Do you know about the Alaskan Unified Plan?

Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes, absolutely know about this plan.	100.00%	7
I knew there was something, just not sure.	0.00%	0
"They" know, so I don't have to.	0.00%	0
I did not know this plan exist.	0.00%	0
Total		7

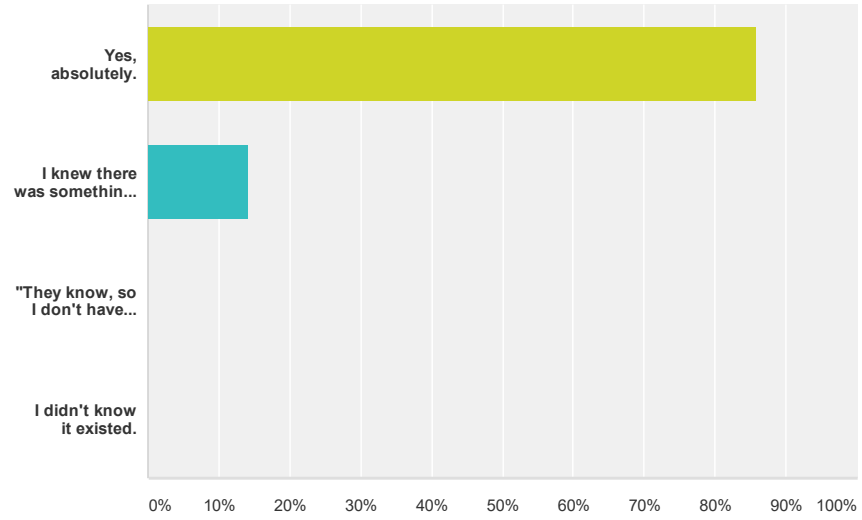
PAGE 4

Q4

Customize Export

Are you familiar with Annex B of the Unified Plan?

Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes, absolutely.	85.71%	6
I knew there was something, just not sure.	14.29%	1
"They know, so I don't have to know.	0.00%	0
I didn't know it existed.	0.00%	0
Total		7

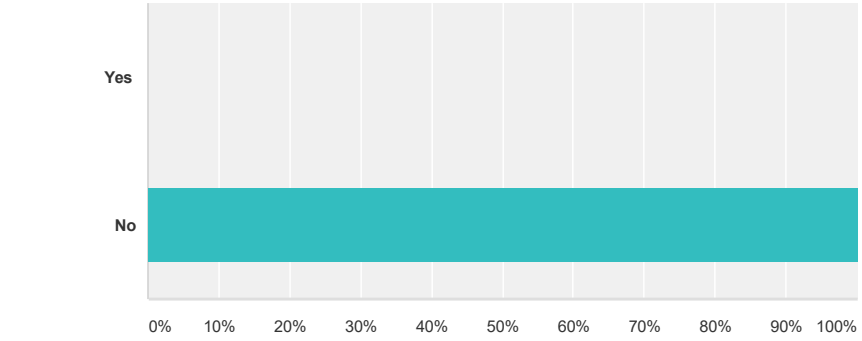
PAGE 5

Q5

Customize Export

Are you new to a response role?

Answered: 7 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	7
Total		7

PAGE 6

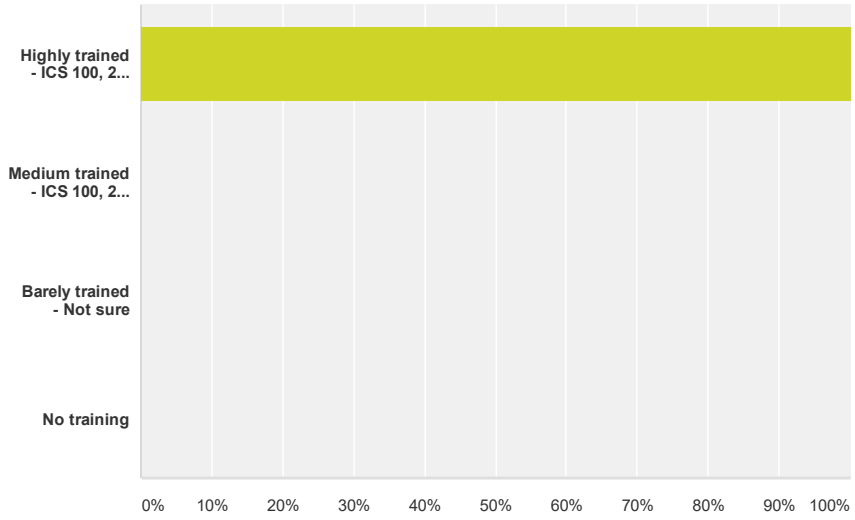
Q6

Customize Export

What level of ICS Training have you

completed?

Answered: 7 Skipped: 0



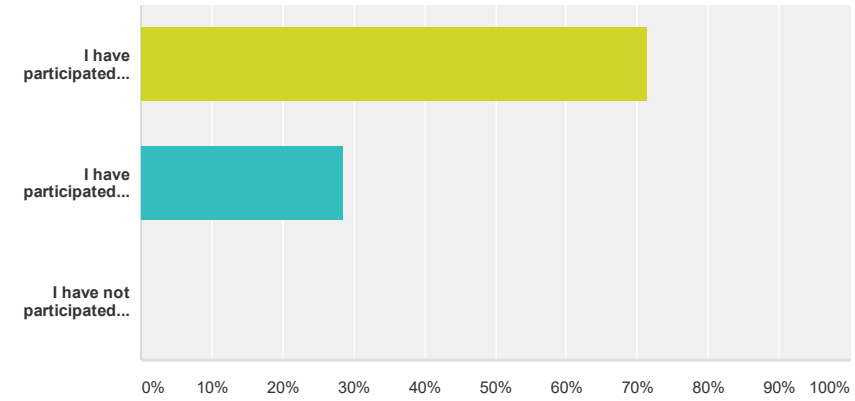
Answer Choices	Responses	
Highly trained - ICS 100, 200, 300, and other position specific courses	100.00%	7
Medium trained - ICS 100, 200, 300	0.00%	0
Barely trained - Not sure	0.00%	0
No training	0.00%	0
Total		7

PAGE 7

Q7 Customize Export

How much response experience do you have?

Answered: 7 Skipped: 0



Answer Choices	Responses	
I have participated in many responses within the ICS structure.	71.43%	5
I have participated in only one or two responses within the ICS structure	28.57%	2
I have not participated in any responses within the ICS structure	0.00%	0
Total		7

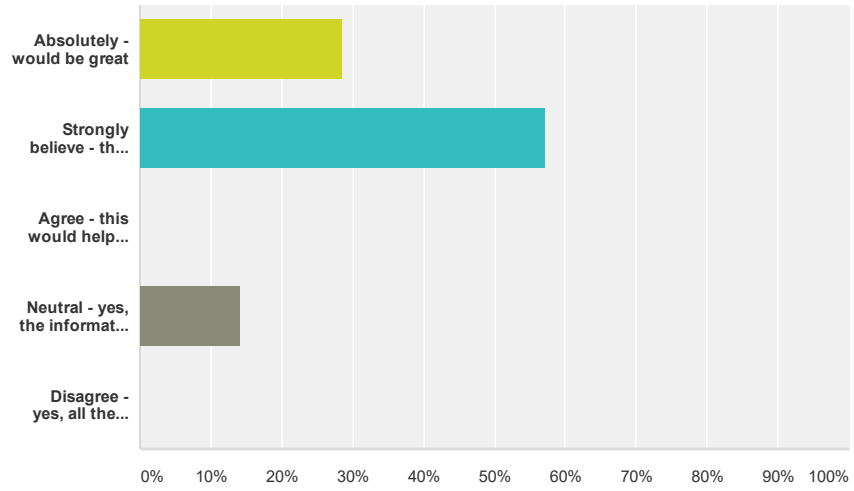
PAGE 8

Q8

Customize Export

If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

Answered: 7 Skipped: 0



Answer Choices	Responses	
Absolutely - would be great	28.57%	2
Strongly believe - this would help me and others better understand	57.14%	4
Agree - this would help either me or others understand	0.00%	0
Neutral - yes, the information would help, but the answers are found within the Unified Plan	14.29%	1
Disagree - yes, all the answers are found within the Unified Plan.	0.00%	0
Total		7

PAGE 9

One Page PM 686A Project Status Report Dashboard

Name: *Jeff Estes* Date: *22 January 2016*

Project Title: *Development of a "Unified Command" Stakeholder 'Quick Reference Pamphlet' (QRP) for emergency responses Project*

Synopsis of Project	**Progress Since Last Report**
What it's about and what it will deliver?	*Key tasks completed and key tasks started.*
Current Status	**Forecast**
Where am I now? Am I on track to meet next PPM deliverables?	*Is project tracking to next PPM and beyond towards project completion? (Big picture view)*
Anticipated Changes/Key Risks/Corrective Actions	**Key Takeaways/Where Help Needed**
Imminent change, risks/responses, and corrective actions/timing required to keep project on track.	*Wrap up with key items and where help needed from stakeholders.*

2 Unified Command Quick Referen...

CURRENT VIEW

+ FILTER | + COMPARE | + SHOW

No rules applied

Rules allow you to **FILTER**, **COMPARE** and **SHOW** results to see trends and patterns. Learn more »

SAVED VIEWS (1)

Original View (No rules applied)

+ Save as...

EXPORTS

SHARED DATA

No shared data

Sharing allows you to share your survey results with others. You can share all data, a saved view, or a single question summary. Learn more »

Share All

RESPONDENTS: 5 of 5 Export All Share All

Question Summaries Data Trends Individual Responses

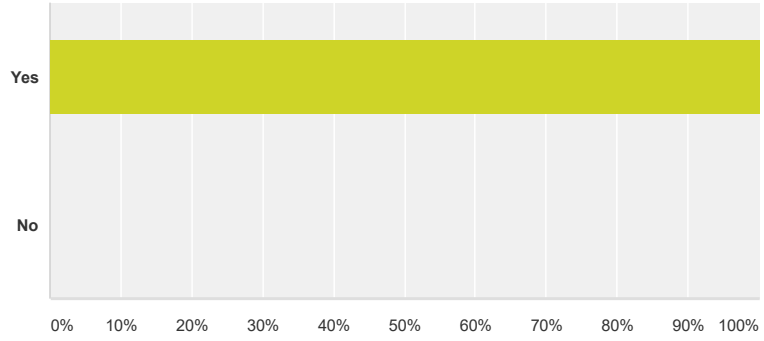
All Pages

PAGE 1: Welcome to My Survey

Q1 Customize Export

Do you agree to the above terms? By clicking Yes, you consent that you are willing to answer the questions in this survey.

Answered: 5 Skipped: 0



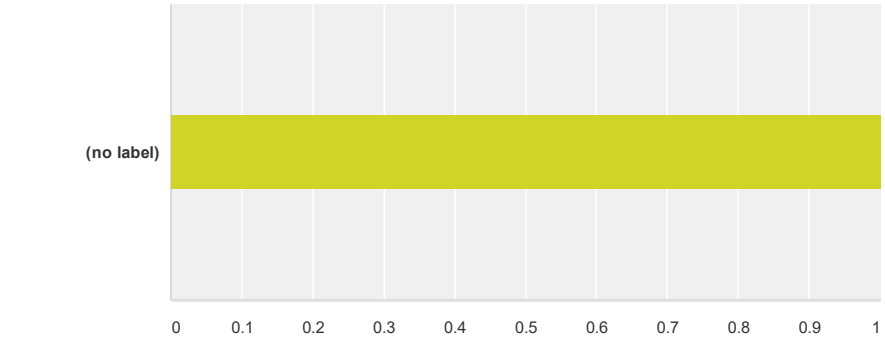
Answer Choices	Responses	
Yes	100.00%	5
No	0.00%	0
Total		5

PAGE 2

Q2 Customize Export

Are you new to Alaska

Answered: 5 Skipped: 0



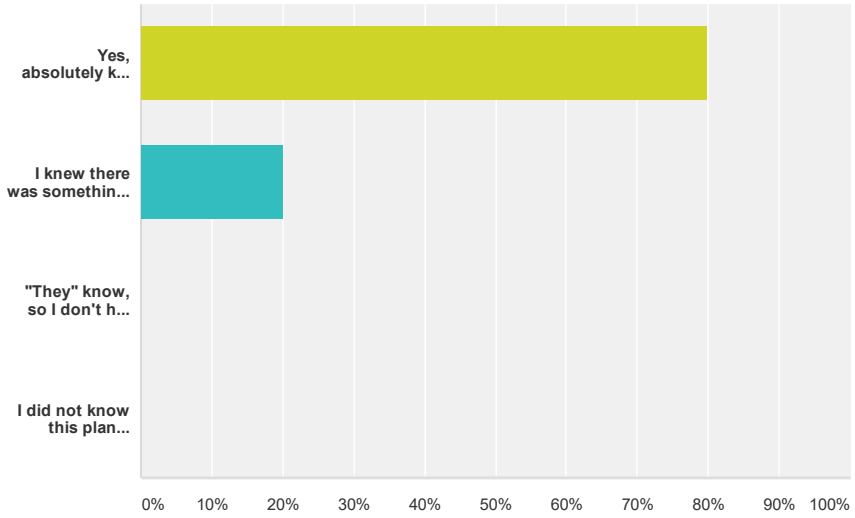
	Yes (5)	No (1)	Total	Weighted Average
(no label)	0.00% 0	100.00% 5	5	1.00

PAGE 3

Q3 Customize Export

Do you know about the Alaskan Unified Plan?

Answered: 5 Skipped: 0



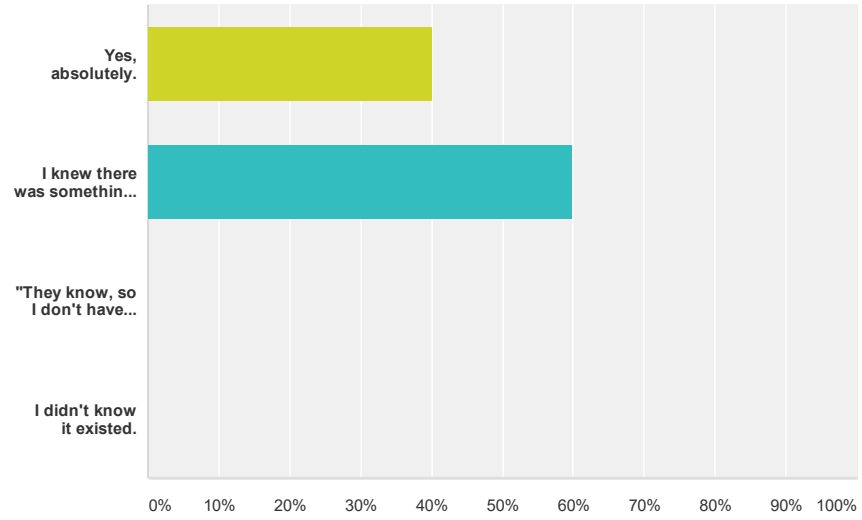
Answer Choices	Responses	
Yes, absolutely know about this plan.	80.00%	4
I knew there was something, just not sure.	20.00%	1
"They" know, so I don't have to.	0.00%	0
I did not know this plan exist.	0.00%	0
Total		5

PAGE 4

Q4 Customize Export

Are you familiar with Annex B of the Unified Plan?

Answered: 5 Skipped: 0



Answer Choices	Responses	
Yes, absolutely.	40.00%	2
I knew there was something, just not sure.	60.00%	3
"They know, so I don't have to know.	0.00%	0
I didn't know it existed.	0.00%	0
Total		5

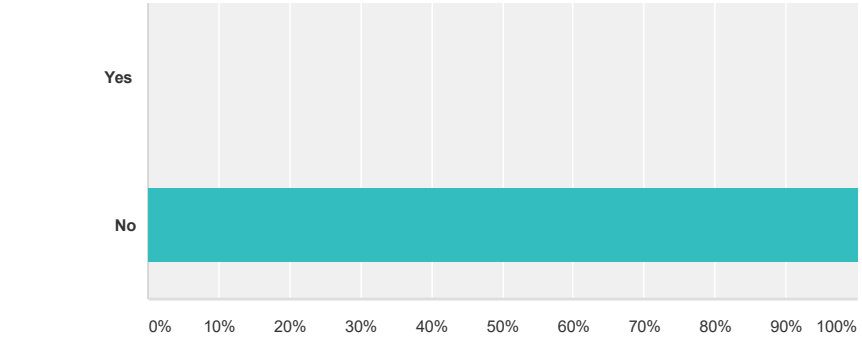
PAGE 5

Q5

Customize Export

Are you new to a response role?

Answered: 5 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	5
Total		5

PAGE 6

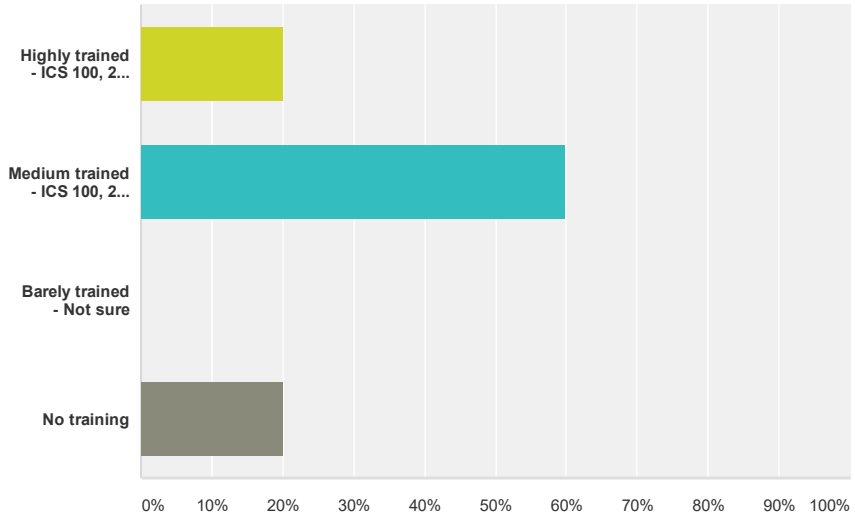
Q6

Customize Export

What level of ICS Training have you

completed?

Answered: 5 Skipped: 0



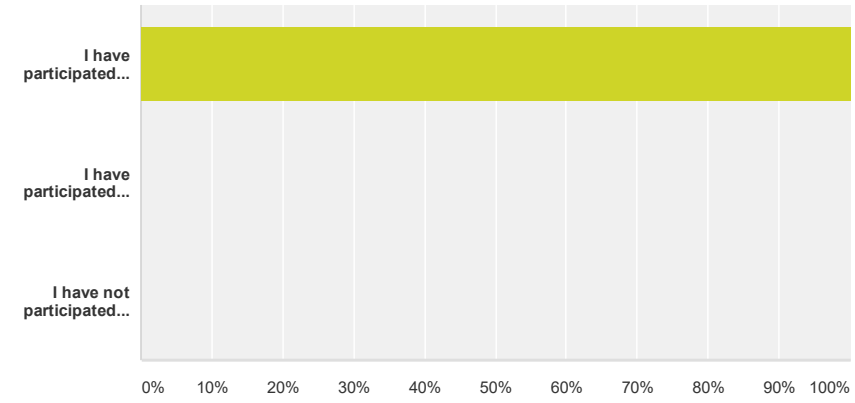
Answer Choices	Responses	
Highly trained - ICS 100, 200, 300, and other position specific courses	20.00%	1
Medium trained - ICS 100, 200, 300	60.00%	3
Barely trained - Not sure	0.00%	0
No training	20.00%	1
Total		5

PAGE 7

Q7 Customize Export

How much response experience do you have?

Answered: 5 Skipped: 0



Answer Choices	Responses	
I have participated in many responses within the ICS structure.	100.00%	5
I have participated in only one or two responses within the ICS structure	0.00%	0
I have not participated in any responses within the ICS structure	0.00%	0
Total		5

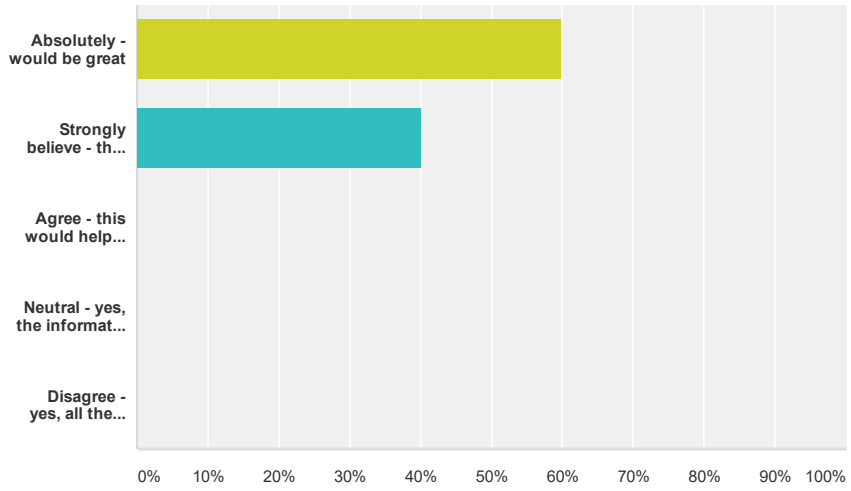
PAGE 8

Q8

Customize Export

If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

Answered: 5 Skipped: 0



Answer Choices	Responses
Absolutely - would be great	60.00% 3
Strongly believe - this would help me and others better understand	40.00% 2
Agree - this would help either me or others understand	0.00% 0
Neutral - yes, the information would help, but the answers are found within the Unified Plan	0.00% 0
Disagree - yes, all the answers are found within the Unified Plan.	0.00% 0
Total	5

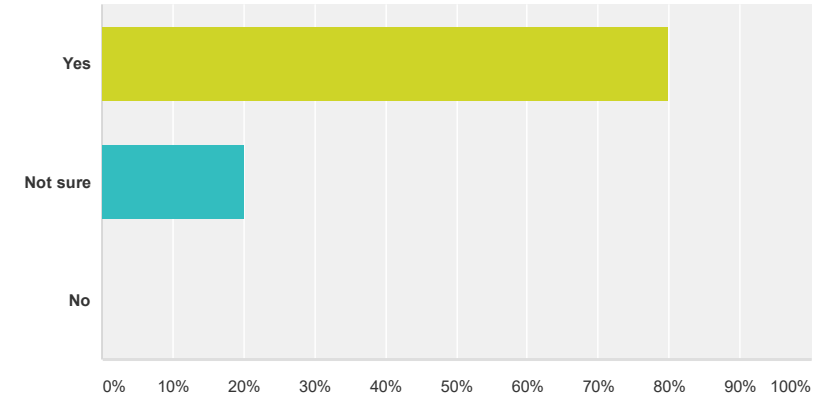
PAGE 9

Q9

Customize Export

Do you know what Alaskan response plan provides regulators access to the Unified Command (i.e. through the Federal and State On-Scene Coordinators)?

Answered: 5 Skipped: 0



Answer Choices	Responses	
Yes	80.00%	4
Not sure	20.00%	1
No	0.00%	0
Total		5

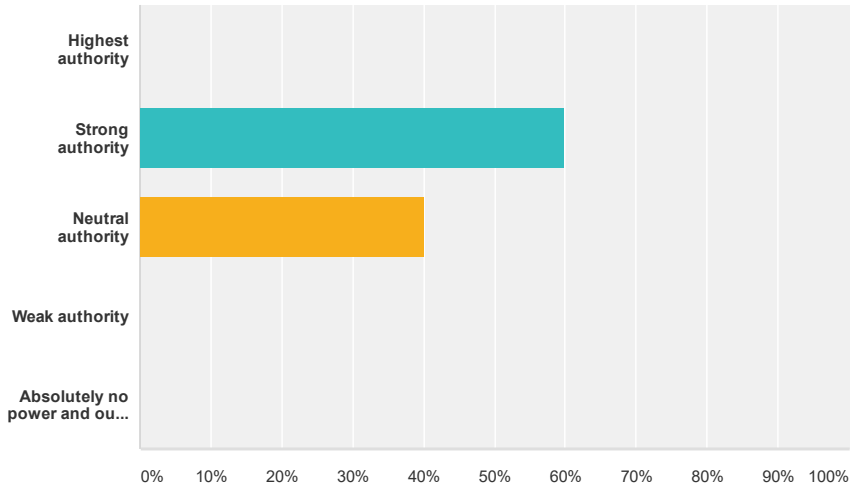
PAGE 10

Q10

Customize Export

How would you rate your agency's power to impact a regulatory objective?Note: A regulatory response objective is not a term normally found in traditional ICS. The normal objectives are either operational or management. However, for the purposes of this project, the term "regulatory objectives" provides reference to a Natural Resource Trustee's delegated authority to protect environmental resources of the United State and its territories. These objectives support the response in ensuring the environment is cleaned and protected to the satisfaction each agency with jurisdiction.

Answered: 5 Skipped: 0



Answer Choices	Responses	
Highest authority	**0.00%**	0
Strong authority	**60.00%**	3
Neutral authority	**40.00%**	2
Weak authority	**0.00%**	0
Absolutely no power and our regulatory concerns are ignored	**0.00%**	0
Total		5

3 Unified Command Quick Referen...

CURRENT VIEW

+ FILTER | + COMPARE | + SHOW

No rules applied

Rules allow you to **FILTER**, **COMPARE** and **SHOW** results to see trends and patterns. Learn more »

SAVED VIEWS (1)

Original View (No rules applied)

+ Save as...

EXPORTS

SHARED DATA

No shared data

Sharing allows you to share your survey results with others. You can share all data, a saved view, or a single question summary. Learn more »

Share All

RESPONDENTS: 2 of 2 Export All Share All

Question Summaries Data Trends Individual Responses

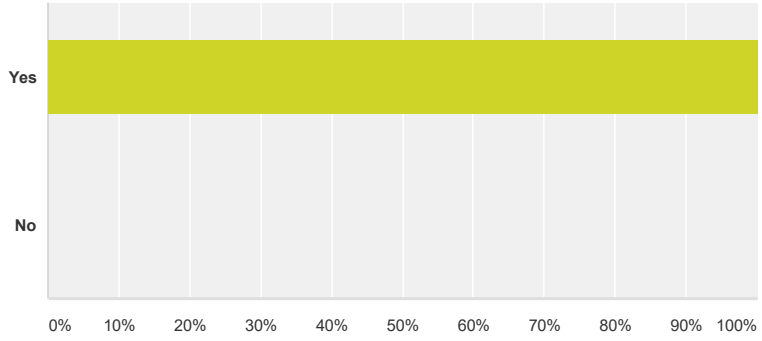
All Pages

PAGE 1: Welcome to My Survey

Q1 Customize Export

Do you agree to the above terms? By clicking Yes, you consent that you are willing to answer the questions in this survey.

Answered: 2 Skipped: 0



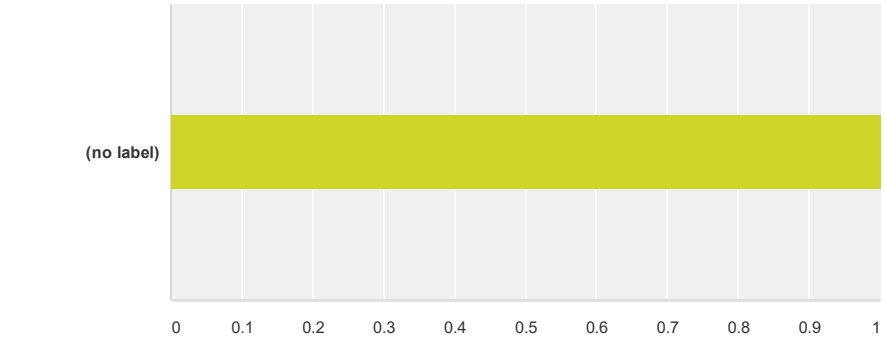
Answer Choices	Responses	
Yes	100.00%	2
No	0.00%	0
Total		2

PAGE 2

Q2 Customize Export

Are you new to Alaska

Answered: 2 Skipped: 0



	Yes (5)	No (1)	Total	Weighted Average
(no label)	0.00% 0	100.00% 2	2	1.00

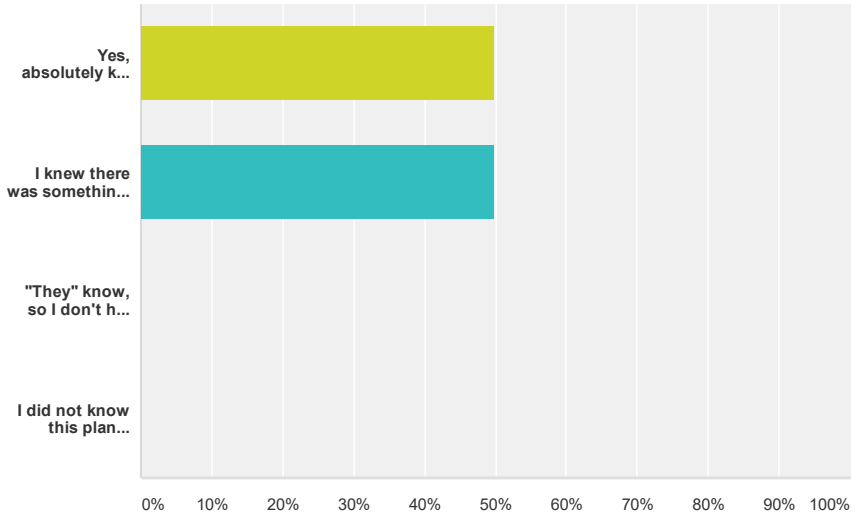
PAGE 3

Q3

Customize Export

Do you know about the Alaskan Unified Plan?

Answered: 2 Skipped: 0



Answer Choices	Responses	
Yes, absolutely know about this plan.	50.00%	1
I knew there was something, just not sure.	50.00%	1
"They" know, so I don't have to.	0.00%	0
I did not know this plan exist.	0.00%	0
Total		2

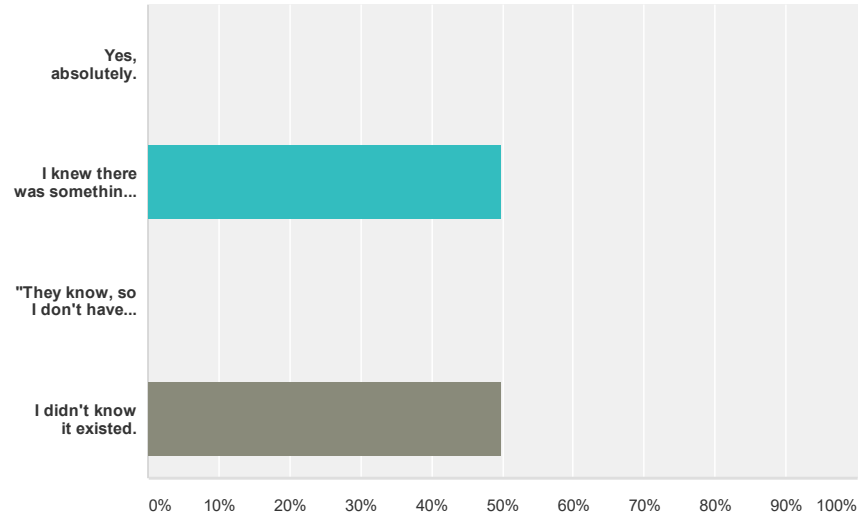
PAGE 4

Q4

Customize Export

Are you familiar with Annex B of the Unified Plan?

Answered: 2 Skipped: 0



Answer Choices	Responses	
Yes, absolutely.	0.00%	0
I knew there was something, just not sure.	50.00%	1
"They know, so I don't have to know.	0.00%	0
I didn't know it existed.	50.00%	1
Total		2

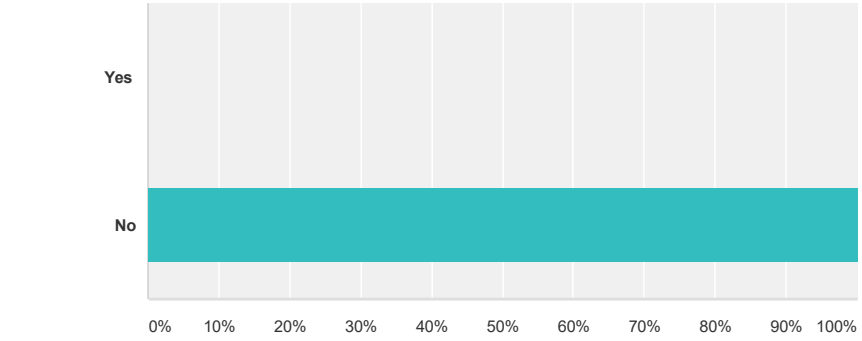
PAGE 5

Q5

Customize Export

Are you new to a response role?

Answered: 2 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	2
Total		2

PAGE 6

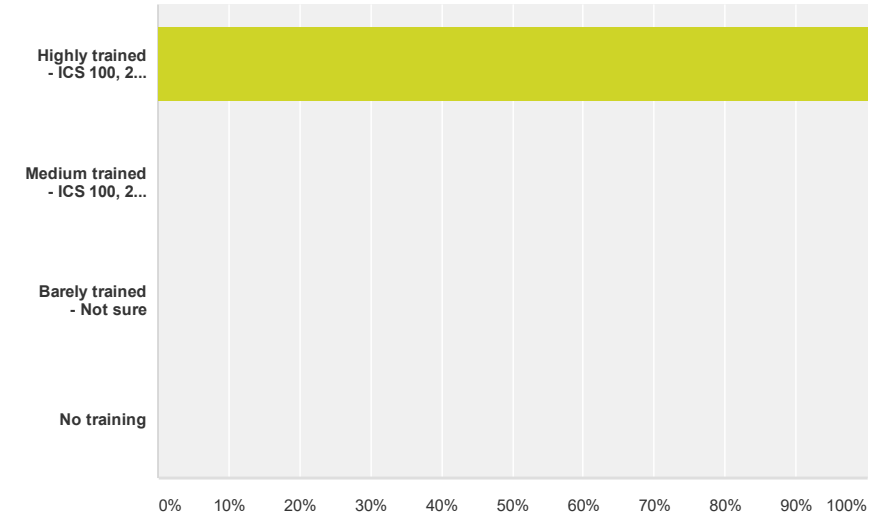
Q6

Customize Export

What level of ICS Training have you

completed?

Answered: 2 Skipped: 0



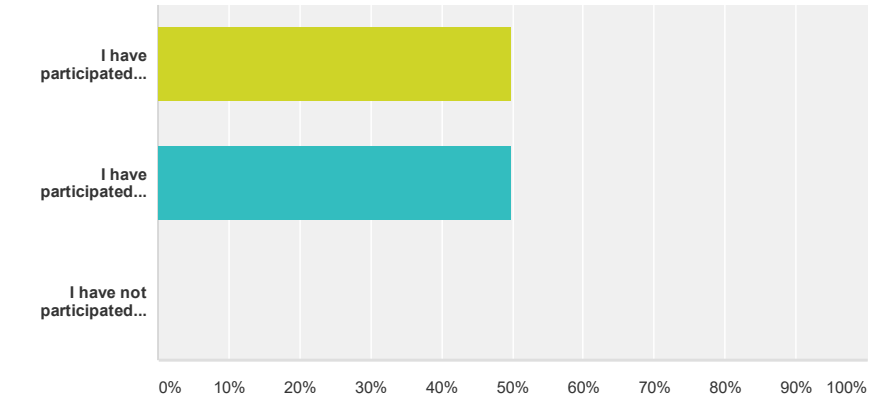
Answer Choices	Responses	
Highly trained - ICS 100, 200, 300, and other position specific courses	100.00%	2
Medium trained - ICS 100, 200, 300	0.00%	0
Barely trained - Not sure	0.00%	0
No training	0.00%	0
Total		2

PAGE 7

Q7 Customize Export

How much response experience do you have?

Answered: 2 Skipped: 0



Answer Choices	Responses	
I have participated in many responses within the ICS structure.	50.00%	1
I have participated in only one or two responses within the ICS structure	50.00%	1
I have not participated in any responses within the ICS structure	0.00%	0
Total		2

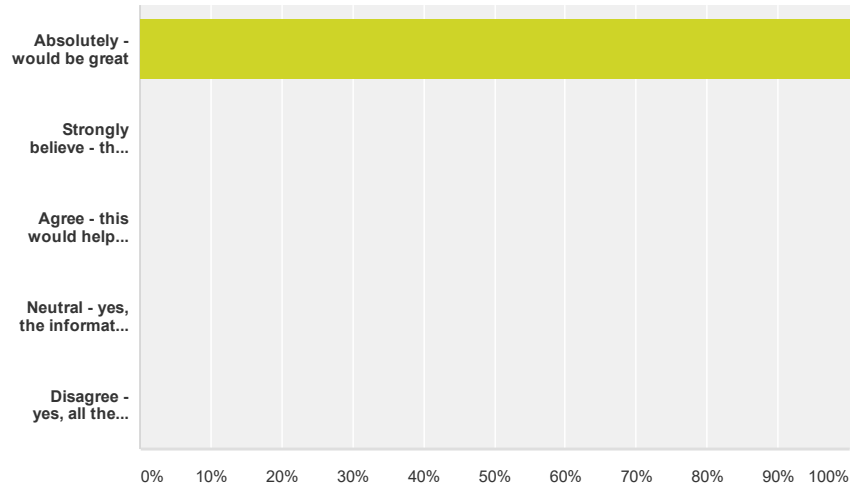
PAGE 8

Q8

Customize Export

If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

Answered: 2 Skipped: 0



Answer Choices	Responses	
Absolutely - would be great	100.00%	2
Strongly believe - this would help me and others better understand	0.00%	0
Agree - this would help either me or others understand	0.00%	0
Neutral - yes, the information would help, but the answers are found within the Unified Plan	0.00%	0
Disagree - yes, all the answers are found within the Unified Plan.	0.00%	0
Total		2

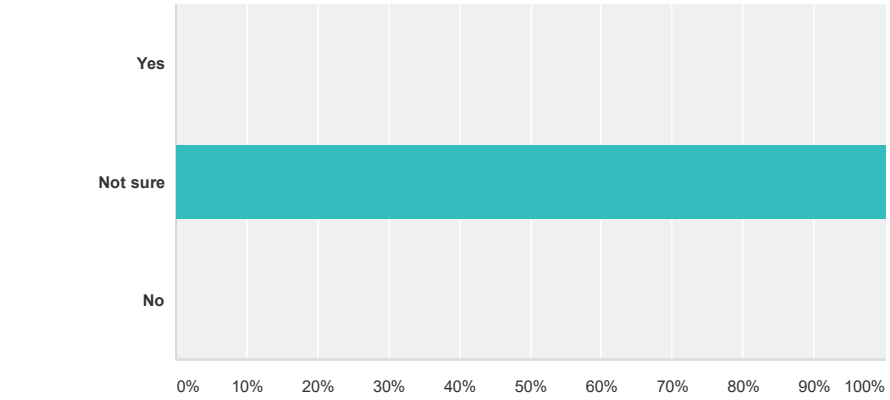
PAGE 9

Q9

Customize Export

Do you know what Alaskan response plan provides regulators access to the Unified Command (i.e. through the Federal and State On-Scene Coordinators)?

Answered: 2 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
Not sure	100.00%	2
No	0.00%	0
Total		2

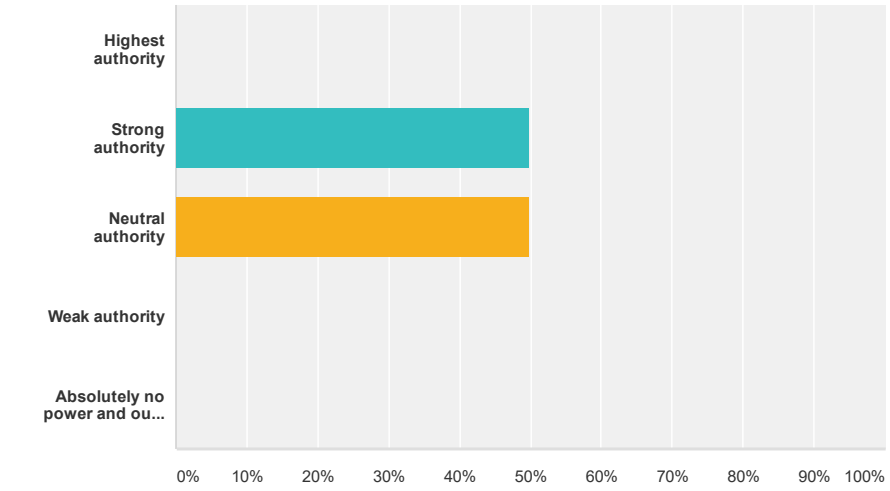
PAGE 10

Q10

Customize Export

How would you rate your agency's power to impact a regulatory objective?Note: A regulatory response objective is not a term normally found in traditional ICS. The normal objectives are either operational or management. However, for the purposes of this project, the term "regulatory objectives" provides reference to a Natural Resource Trustee's delegated authority to protect environmental resources of the United State and its territories. These objectives support the response in ensuring the environment is cleaned and protected to the satisfaction each agency with jurisdiction.

Answered: 2 Skipped: 0



Answer Choices	Responses	
Highest authority	**0.00%**	0
Strong authority	**50.00%**	1
Neutral authority	**50.00%**	1
Weak authority	**0.00%**	0
Absolutely no power and our regulatory concerns are ignored	**0.00%**	0
Total		2

4 Unified Command Quick Referen...

CURRENT VIEW

+ FILTER + COMPARE + SHOW

No rules applied

Rules allow you to **FILTER**, **COMPARE** and **SHOW** results to see trends and patterns. Learn more »

SAVED VIEWS (1)

Original View (No rules applied)

+ Save as...

EXPORTS

SHARED DATA

No shared data

Sharing allows you to share your survey results with others. You can share all data, a saved view, or a single question summary. Learn more »

Share All

RESPONDENTS: 3 of 3 Export All Share All

Question Summaries Data Trends Individual Responses

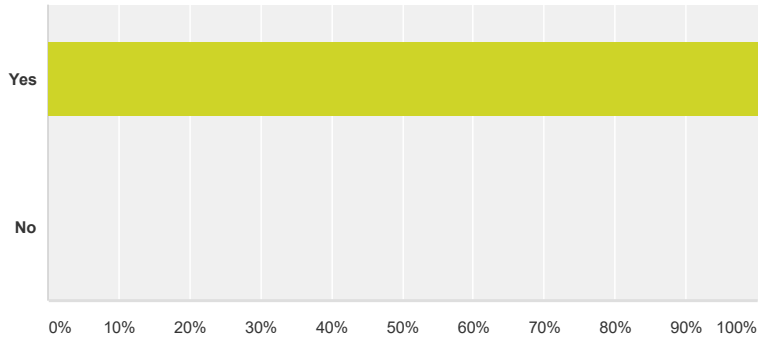
All Pages

PAGE 1: Welcome to My Survey

Q1 Customize Export

Do you agree to the above terms? By clicking Yes, you consent that you are willing to answer the questions in this survey.

Answered: 3 Skipped: 0



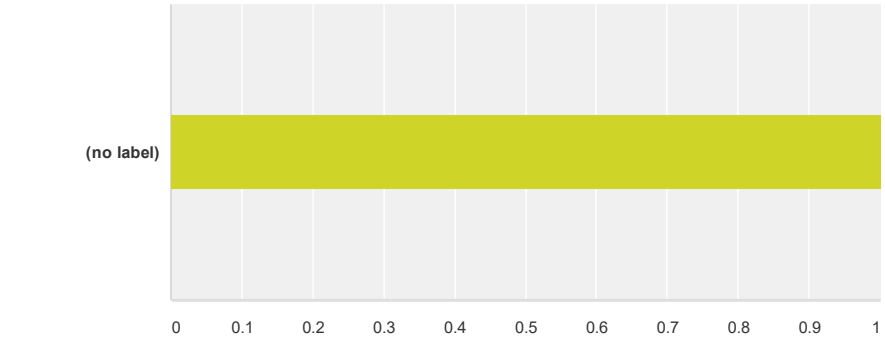
Answer Choices	Responses	
Yes	100.00%	3
No	0.00%	0
Total		3

PAGE 2

Q2 Customize Export

Are you new to Alaska

Answered: 3 Skipped: 0



	Yes (5)	No (1)	Total	Weighted Average
(no label)	0.00% 0	100.00% 3	3	1.00

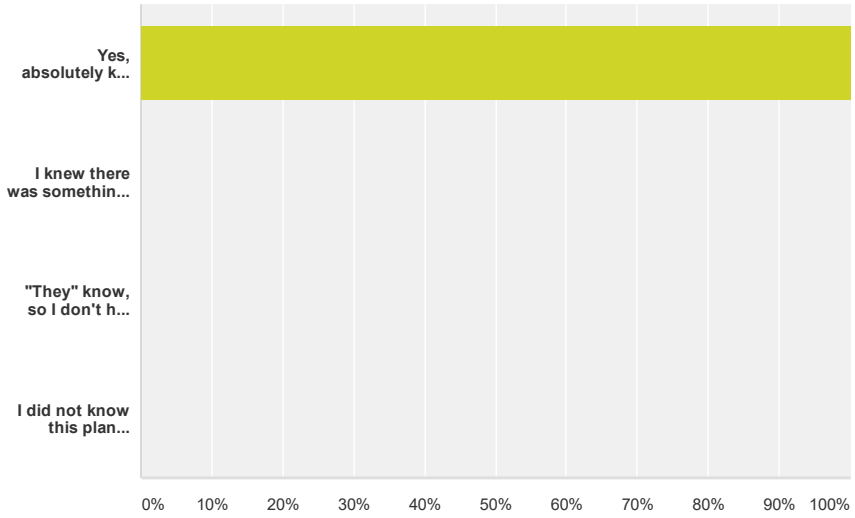
PAGE 3

Q3

Customize Export

Do you know about the Alaskan Unified Plan?

Answered: 3 Skipped: 0



Answer Choices	Responses	
Yes, absolutely know about this plan.	100.00%	3
I knew there was something, just not sure.	0.00%	0
"They" know, so I don't have to.	0.00%	0
I did not know this plan exist.	0.00%	0
Total		3

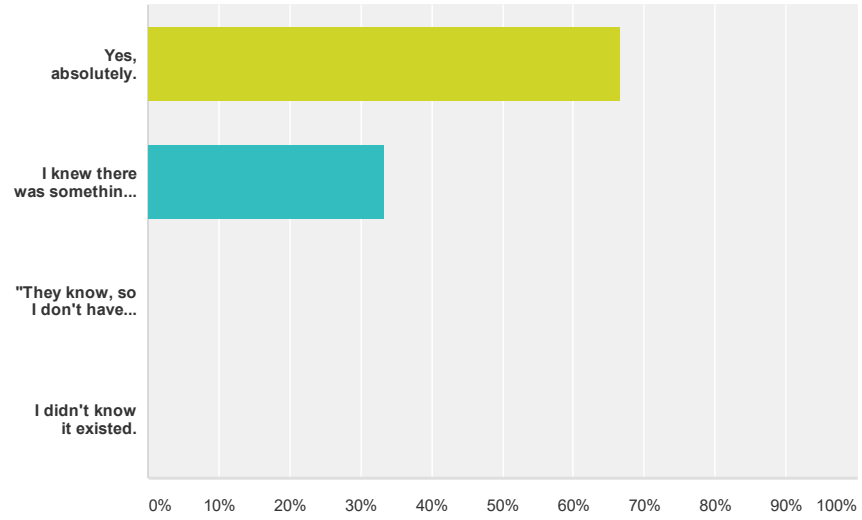
PAGE 4

Q4

Customize Export

Are you familiar with Annex B of the Unified Plan?

Answered: 3 Skipped: 0



Answer Choices	Responses	
Yes, absolutely.	66.67%	2
I knew there was something, just not sure.	33.33%	1
"They know, so I don't have to know.	0.00%	0
I didn't know it existed.	0.00%	0
Total		3

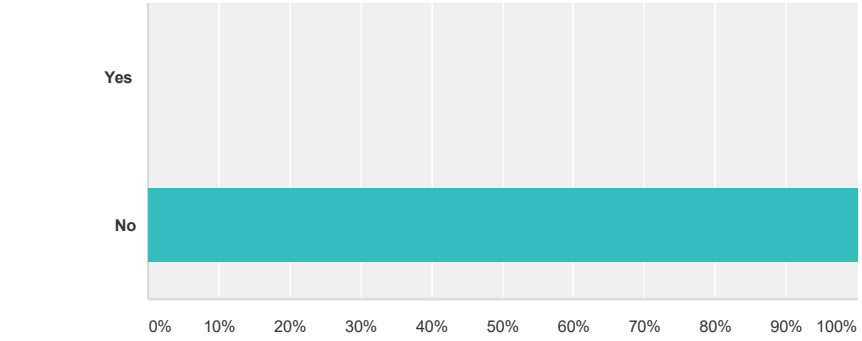
PAGE 5

Q5

Customize Export

Are you new to a response role?

Answered: 3 Skipped: 0



Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	3
Total		3

PAGE 6

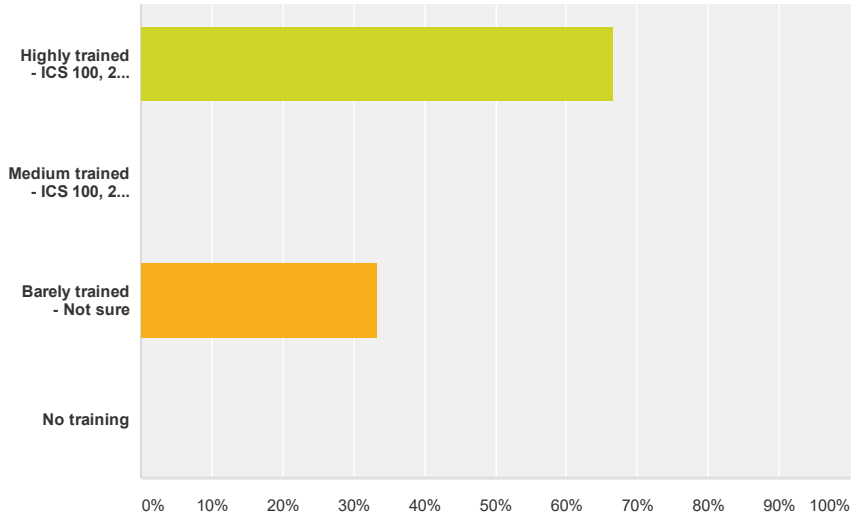
Q6

Customize Export

What level of ICS Training have you

completed?

Answered: 3 Skipped: 0



Answer Choices	Responses	
Highly trained - ICS 100, 200, 300, and other position specific courses	66.67%	2
Medium trained - ICS 100, 200, 300	0.00%	0
Barely trained - Not sure	33.33%	1
No training	0.00%	0
Total		3

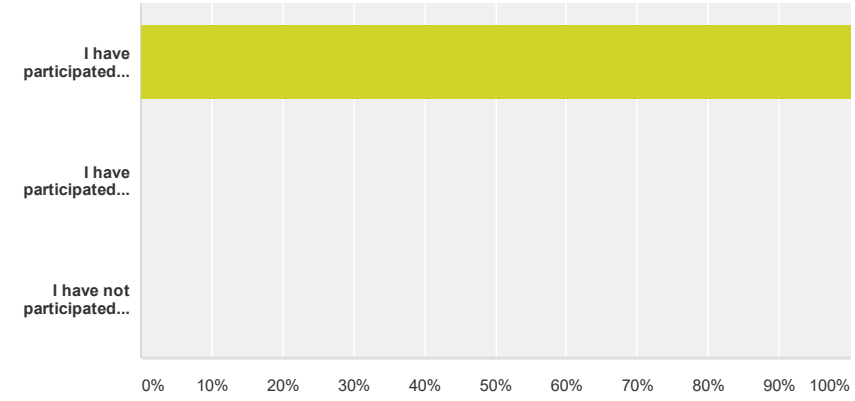
PAGE 7

Q7

Customize Export

How much response experience do you have?

Answered: 3 Skipped: 0



Answer Choices	Responses	
I have participated in many responses within the ICS structure.	100.00%	3
I have participated in only one or two responses within the ICS structure	0.00%	0
I have not participated in any responses within the ICS structure	0.00%	0
Total		3

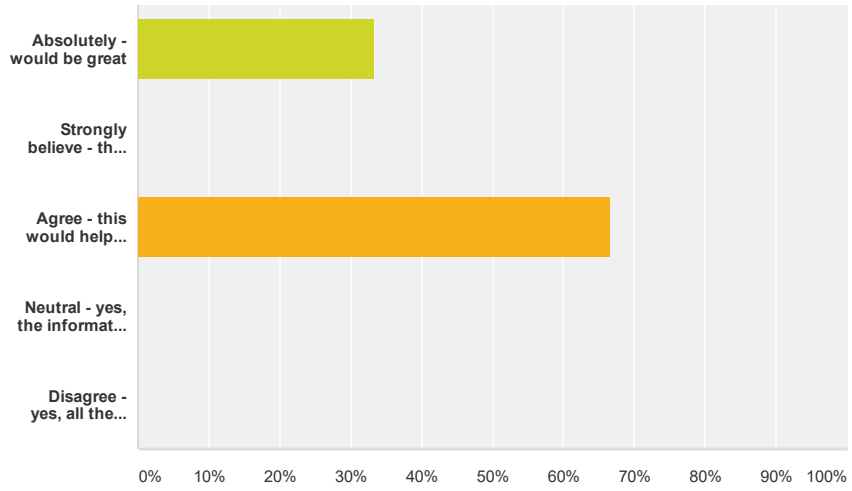
PAGE 8

Q8

Customize Export

If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

Answered: 3 Skipped: 0



Answer Choices	Responses
Absolutely - would be great	33.33% 1
Strongly believe - this would help me and others better understand	0.00% 0
Agree - this would help either me or others understand	66.67% 2
Neutral - yes, the information would help, but the answers are found within the Unified Plan	0.00% 0
Disagree - yes, all the answers are found within the Unified Plan.	0.00% 0
Total	3

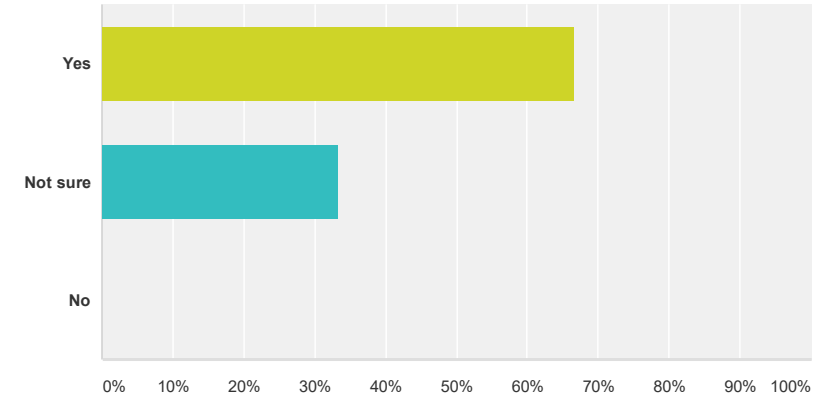
PAGE 9

Q9

Customize Export

Do you know what Alaskan response plan provides regulators access to the Unified Command (i.e. through the Federal and State On-Scene Coordinators)?

Answered: 3 Skipped: 0



Answer Choices	Responses	
Yes	66.67%	2
Not sure	33.33%	1
No	0.00%	0
Total		3

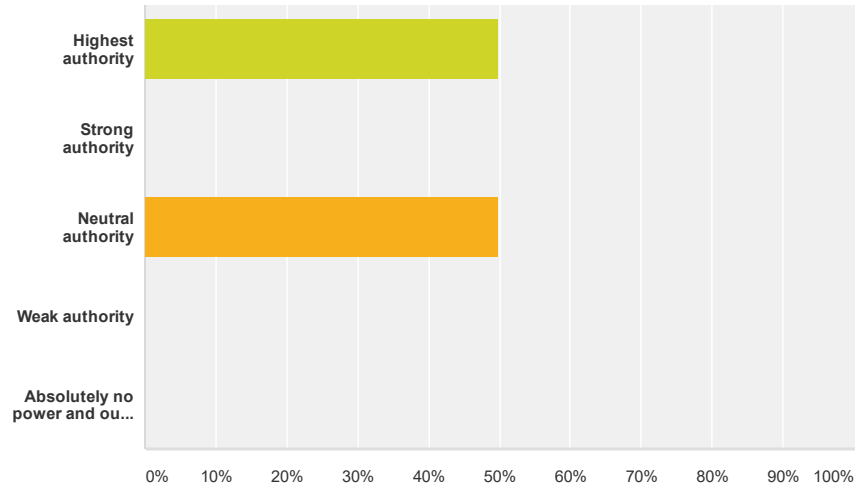
PAGE 10

Q10

Customize Export

How would you rate your agency's power to impact a regulatory objective?Note: A regulatory response objective is not a term normally found in traditional ICS. The normal objectives are either operational or management. However, for the purposes of this project, the term "regulatory objectives" provides reference to a Natural Resource Trustee's delegated authority to protect environmental resources of the United State and its territories. These objectives support the response in ensuring the environment is cleaned and protected to the satisfaction each agency with jurisdiction.

Answered: 2 Skipped: 1



Answer Choices	Responses	
Highest authority	**50.00%**	1
Strong authority	**0.00%**	0
Neutral authority	**50.00%**	1
Weak authority	**0.00%**	0
Absolutely no power and our regulatory concerns are ignored	**0.00%**	0
Total		2

Research Consent Form

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses

Introduction

You have been selected, and are being asked to provide input, as a Subject Matter Expert for the Capstone Project conducted by Jeff Estes to satisfy requirements for courses at University of Alaska Anchorage.

The research consists of a brief 10-minute survey to gather preliminary responses, and upon your agreement, a 30-45 minute telephone or in person interview to be scheduled at your convenience.

The project is focused on the following Problem Statement:

The project is ultimately a stakeholder identification project with the goal is to document on a consolidated pamphlet the emergency response stakeholders and their regulatory stake within a response to a pollution event within the state of Alaska. The project will be focusing on Annex B of the Alaskan Unified Plan; a joint governmental emergency response plan.

Interviews and surveys for this project are designed to ask stakeholders who are currently identified within Annex B about what their present knowledge of the plan is, and what stakeholder they currently know participate in an emergency response and what regulatory stake they have during a response effort.

Research is being conducted to gather ideas, better understand experience, and support development of the following deliverables:

- A Quick Reference Pamphlet (QRP)
- A stakeholder register
- Recommendation for intended users of the Unified Plan to better understand the plan.

Please ask any questions you may have now or during the survey and/or interview. The researcher is Jeff Estes. You may contact Jeff Estes at jeff.l.estes@gmail.com or by phone at 907-205-0705.

Consent for Participation

VOLUNTARY NATURE OF PARTICIPATION: Your participation in this study is voluntary. If you don't wish to participate, or would like to end your participation in this study, you may quit at any time.

CONFIDENTIALITY: Your name will not be attached to your interview responses. Your name and any other identifiers will be kept in a locked file that is only accessible to me. Any information from this study that is published will not identify you by name.

BENEFITS: There will be no direct benefit to you from participating in this study.

If you have any questions or concerns about your rights as a research participant, please contact Sharilyn Mumaw, Research Compliance Officer, at (907) 786-1099 or email at simumaw@uaa.alaska.edu

Your signature on this consent form indicates that you fully understand the above study, what is being asked of you in this study, and that you are signing this voluntarily. If you have any questions about this study, please feel free to ask them now or at any time throughout the study.

Your Signature Catherine M. Berg Date 12-10-2015

Your Printed Name Catherine Berg

Signature of Researcher _____

Jeff Estes, Project Manager

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Your signature on this consent form indicates that you fully understand the above study, what is being asked of you in this study, and that you are signing this voluntarily. If you have any questions about this study, please feel free to ask them now or at any time throughout the study.

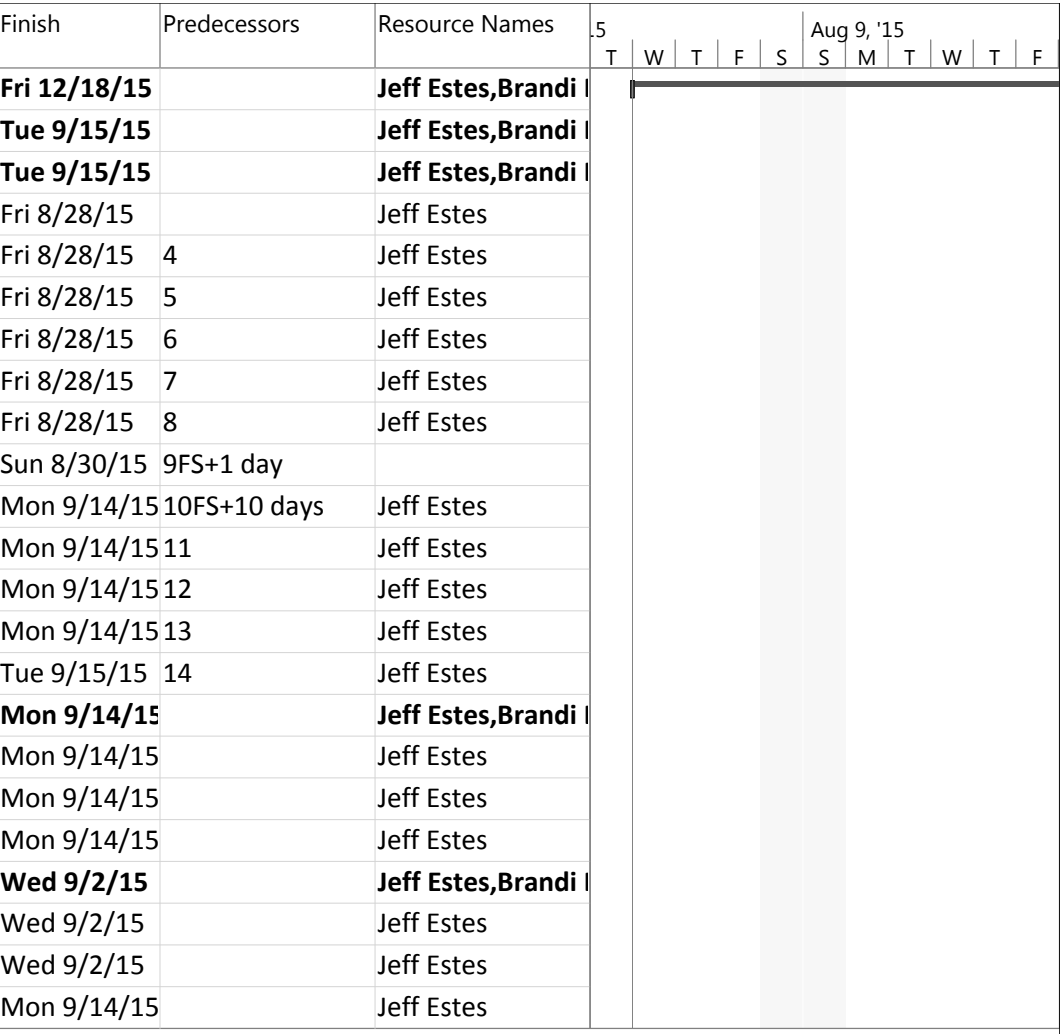
Your Signature _____ Date 14 Jan 16

Your Printed Name Patrick Brown

Signature of Researcher _____

Jeff Estes, Project Manager

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1		**Phase 1 - 686a Planni**	**97 days**	**Wed 8/5/15**	**Fri 12/18/15**		**Jeff Estes,Brandi I**
2		**PPMa#1 (11 Sept 1**	**22 days**	**Mon 8/17/15**	**Tue 9/15/15**		**Jeff Estes,Brandi I**
3		**Develop Project**	**13 days**	**Fri 8/28/15**	**Tue 9/15/15**		**Jeff Estes,Brandi I**
4		Decide on Cha	1 day	Fri 8/28/15	Fri 8/28/15		Jeff Estes
5		Describe oppo	1 day	Fri 8/28/15	Fri 8/28/15	4	Jeff Estes
6		Describe Proje	1 day	Fri 8/28/15	Fri 8/28/15	5	Jeff Estes
7		Describe proje	1 day	Fri 8/28/15	Fri 8/28/15	6	Jeff Estes
8		Describle proje	1 day	Fri 8/28/15	Fri 8/28/15	7	Jeff Estes
9		Describe proje	1 day	Fri 8/28/15	Fri 8/28/15	8	Jeff Estes
10		Describe proje	0 days	Sun 8/30/15	Sun 8/30/15	9FS+1 day	
11		Describe assur	1 day	Mon 9/14/15	Mon 9/14/15	10FS+10 days	Jeff Estes
12		Describe proje	1 day	Mon 9/14/15	Mon 9/14/15	11	Jeff Estes
13		Describe proje	1 day	Mon 9/14/15	Mon 9/14/15	12	Jeff Estes
14		Submit project	1 day	Mon 9/14/15	Mon 9/14/15	13	Jeff Estes
15		Project Charte	2 days	Mon 9/14/15	Tue 9/15/15	14	Jeff Estes
16		**Stakeholder Iden**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
17		Identify Stakeh	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
18		Generate Stak	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
19		Stakeholder An	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
20		**Develop Prelimir**	**1 day**	**Wed 9/2/15**	**Wed 9/2/15**		**Jeff Estes,Brandi I**
21		Develop initial	1 day	Wed 9/2/15	Wed 9/2/15		Jeff Estes
22		Include into Ch	1 day	Wed 9/2/15	Wed 9/2/15		Jeff Estes
23		Develop prelimin	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes



Project: 2_-_MASTER_QRG_Proj
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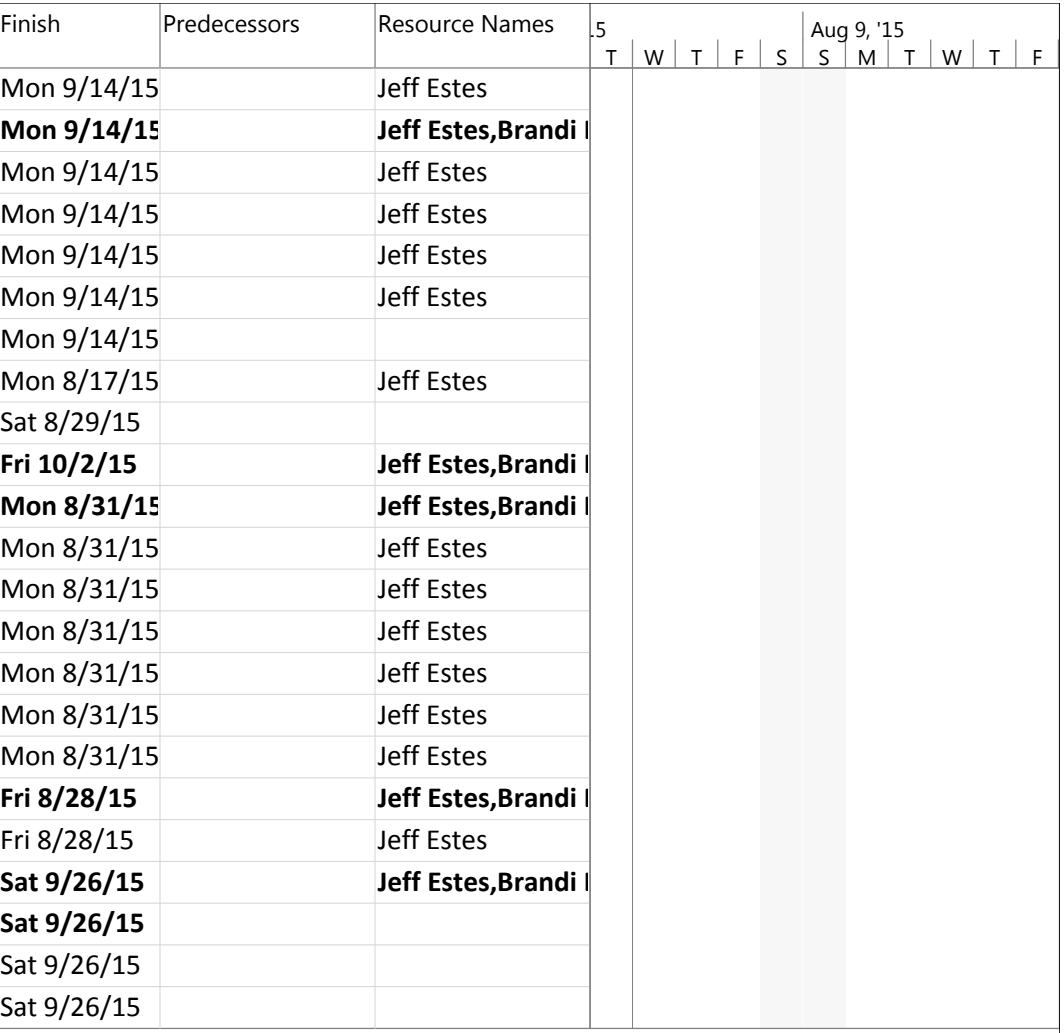
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
24		Develop 200 Wo	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
25		**Letter from Spon**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi**
26		Draft sponsor	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
27		Send sponsor l	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
28		Receive spons	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
29		Archive sponsc	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
30		Complete	0 days	Mon 9/14/15	Mon 9/14/15		
31		Develop prelimin	1 day	Mon 8/17/15	Mon 8/17/15		Jeff Estes
32		Submit PPMa #1	0 days	Sat 8/29/15	Sat 8/29/15		
33		**PPMa#2 (2 Oct 15)**	**26 days**	**Fri 8/28/15**	**Fri 10/2/15**		**Jeff Estes,Brandi**
34		**Develop Project**	**1 day**	**Mon 8/31/15**	**Mon 8/31/15**		**Jeff Estes,Brandi**
35		Update projec	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
36		Update projec	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
37		Update projec	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
38		Develop proje	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
39		Develop proje	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
40		Develop Rough	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes
41		**Develop Require**	**1 day**	**Fri 8/28/15**	**Fri 8/28/15**		**Jeff Estes,Brandi**
42		See scope Mar	1 day	Fri 8/28/15	Fri 8/28/15		Jeff Estes
43		**Develop Initial P**	**20 days**	**Mon 8/31/15**	**Sat 9/26/15**		**Jeff Estes,Brandi**
44		**Develop Table**	**0 days**	**Sat 9/26/15**	**Sat 9/26/15**		
45		Find PM pla	0 days	Sat 9/26/15	Sat 9/26/15		
46		Formate pla	0 days	Sat 9/26/15	Sat 9/26/15		



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Task
Split
Milestone
Summary
Project Summary
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
Duration-only
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
External Tasks
External Milestone
Deadline
Progress
Manual Progress

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
47		Find PM knc	0 days	Sat 9/26/15	Sat 9/26/15		
48		Transfer TO	0 days	Sat 9/26/15	Sat 9/26/15		
49		**Develop Scope**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
50		Plan Project	1 day	Mon 9/14/15	Mon 9/14/15		
51		Identify Plar	1 day	Mon 9/14/15	Mon 9/14/15		
52		Format plan	1 day	Mon 9/14/15	Mon 9/14/15		
53		Develop Rec	1 day	Mon 9/14/15	Mon 9/14/15		
54		Populate Re	1 day	Mon 9/14/15	Mon 9/14/15		
55		Develop Scc	1 day	Mon 9/14/15	Mon 9/14/15		
56		Plan who ca	1 day	Mon 9/14/15	Mon 9/14/15		
57		Review plan	1 day	Mon 9/14/15	Mon 9/14/15		
58		Scope Mana	1 day	Mon 9/14/15	Mon 9/14/15		
59		**Develop Schec**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
60		Plan Schedu	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
61		Identify Plar	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
62		Format plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
63		Define Activ	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
64		Sequence Pı	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
65		Estimate act	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
66		Estimate act	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
67		Develop Prc	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
68		Develop Wc	0.83 days	Mon 9/14/15	Mon 9/14/15		Jeff Estes[3%]
69		Build Projec	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]

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Task
Split
Milestone
Summary
Project Summary
Inactive Task
Inactive Milestone
Inactive Summary
Manual Task
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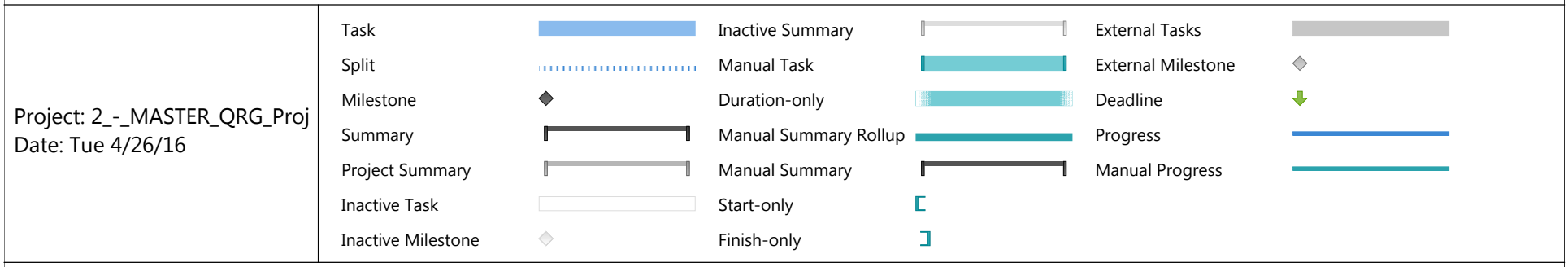
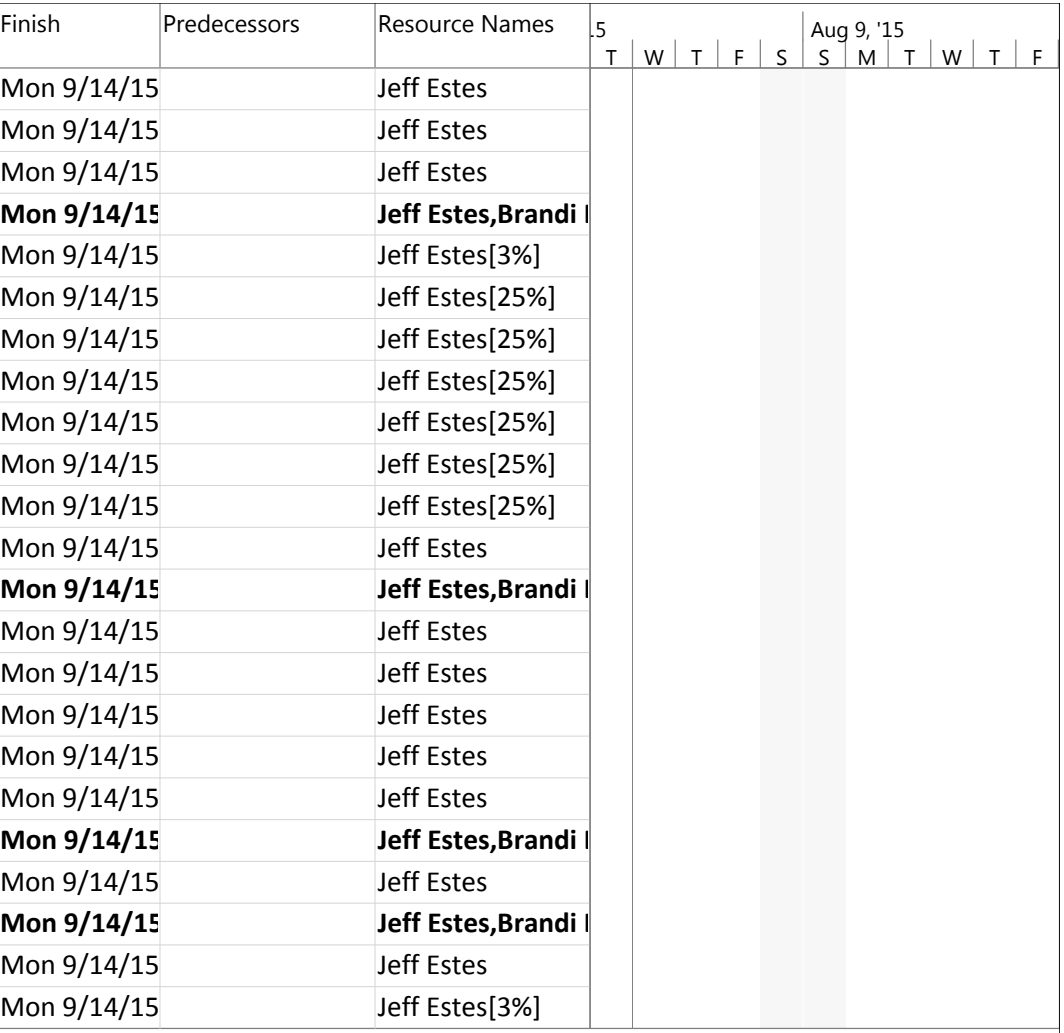
Manual Summary Rollup
Manual Summary
Start-only
Finish-only
External Tasks
External Milestone
Deadline
Progress
Manual Progress

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
70		Develop WE	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
71		WBS Compl	0.83 days	Mon 9/14/15	Mon 9/14/15		Jeff Estes[3%]
72		Project Sche	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
73		**Stakeholder &**	**2 days**	**Fri 9/11/15**	**Mon 9/14/15**		**Jeff Estes,Brandi**
74		Plan Stakeh	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
75		Plan Stakeh	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
76		Draft Stakeh	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
77		Populate an	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
78		Review Plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
79		Stakeholder	1 day	Fri 9/11/15	Sun 9/13/15		
80		**Quality Manag**	**11 days**	**Mon 8/31/15**	**Mon 9/14/15**		**Jeff Estes,Brandi**
81		Plan Project	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
82		Identify Plar	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
83		Format plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
84		Develop Prc	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
85		Develop qua	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
86		Develop qua	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
87		Review plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
88		Quality Mar	0 days	Mon 8/31/15	Mon 8/31/15		
89		**Risk Managem**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi**
90		Identify Risk	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
91		Identify Proj	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
92		Perform Qu	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
93		Optional - P	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
94		Plan risk res	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
95		Risk Plan co	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
96		**Develop (Integ**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
97		Plan Change	0.83 days	Mon 9/14/15	Mon 9/14/15		Jeff Estes[3%]
98		Find Change	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
99		Format plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
100		Develop Issu	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
101		Develop Les	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
102		Develop Cha	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
103		Develop Cha	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes[25%]
104		Develop Cha	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
105		**Develop Close**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
106		Find Closeou	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
107		Format plan	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
108		Plan to obta	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
109		Assess stake	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
110		Plan to prov	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
111		**Develop Proje**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
112		Document i	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
113		**Develop Procu**	**1 day**	**Mon 9/14/15**	**Mon 9/14/15**		**Jeff Estes,Brandi I**
114		Document i	1 day	Mon 9/14/15	Mon 9/14/15		Jeff Estes
115		Develop Huma	0.83 days	Mon 9/14/15	Mon 9/14/15		Jeff Estes[3%]



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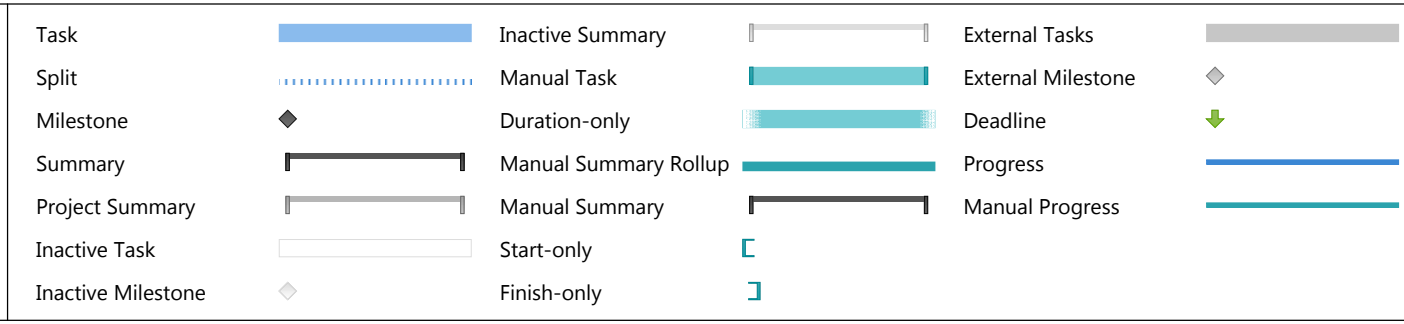
Date: Tue 4/26/16



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
116		**Develop Table of**	**1 day**	**Fri 9/18/15**	**Fri 9/18/15**		**Jeff Estes,Brandi I**
117		Decide on rese	1 day	Fri 9/18/15	Fri 9/18/15		Jeff Estes
118		Decide on key	1 day	Fri 9/18/15	Fri 9/18/15		Jeff Estes
119		Build high leve	1 day	Fri 9/18/15	Fri 9/18/15		Jeff Estes
120		Place TOC in d	1 day	Fri 9/18/15	Fri 9/18/15		Jeff Estes
121		**Decide on prelim**	**2 days**	**Fri 9/25/15**	**Mon 9/28/15**		**Jeff Estes,Brandi I**
122		Plan how to do	1 day	Mon 9/28/15	Mon 9/28/15		Jeff Estes
123		**Interviews Dev**	**1 day**	**Fri 9/25/15**	**Fri 9/25/15**		**Jeff Estes,Brandi I**
124		Develop hyp	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
125		Develop me	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
126		Decide on sa	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
127		Decide how	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
128		Draft confid	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
129		**Surveys Devel**	**1 day**	**Fri 9/25/15**	**Fri 9/25/15**		**Jeff Estes,Brandi I**
130		Develop hyp	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
131		Develop me	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
132		Decide on sa	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
133		Decide oh h	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
134		Draft confid	1 day	Fri 9/25/15	Fri 9/25/15		Jeff Estes
135		**Literary Resea**	**1 day**	**Mon 9/28/15**	**Mon 9/28/15**		**Jeff Estes,Brandi I**
136		Identify Initi	1 day	Mon 9/28/15	Mon 9/28/15		Jeff Estes
137		Obtain signed Stu	1 day	Tue 9/29/15	Tue 9/29/15		Jeff Estes
138		Provide IRB Scree	1 day	Mon 8/31/15	Mon 8/31/15		Jeff Estes

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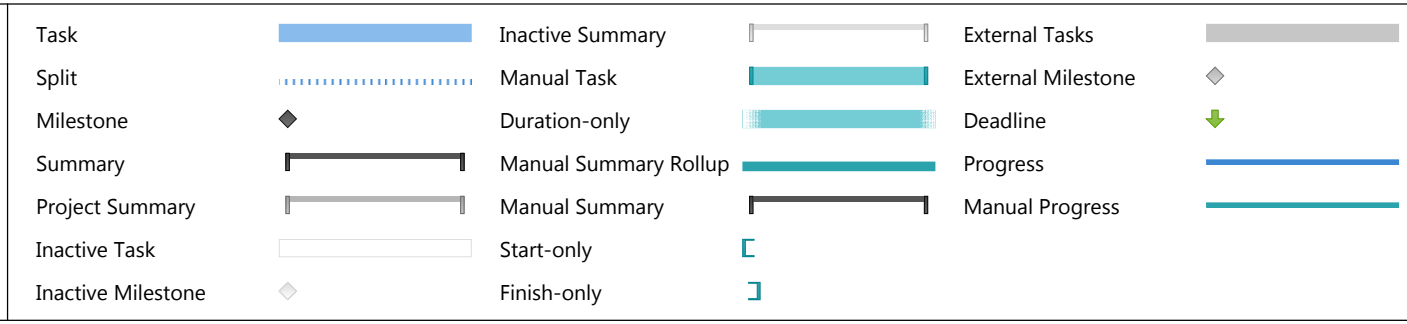
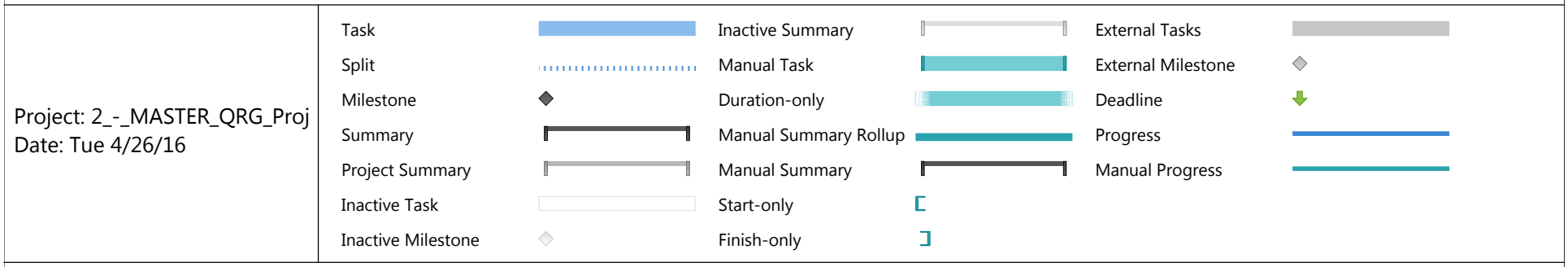
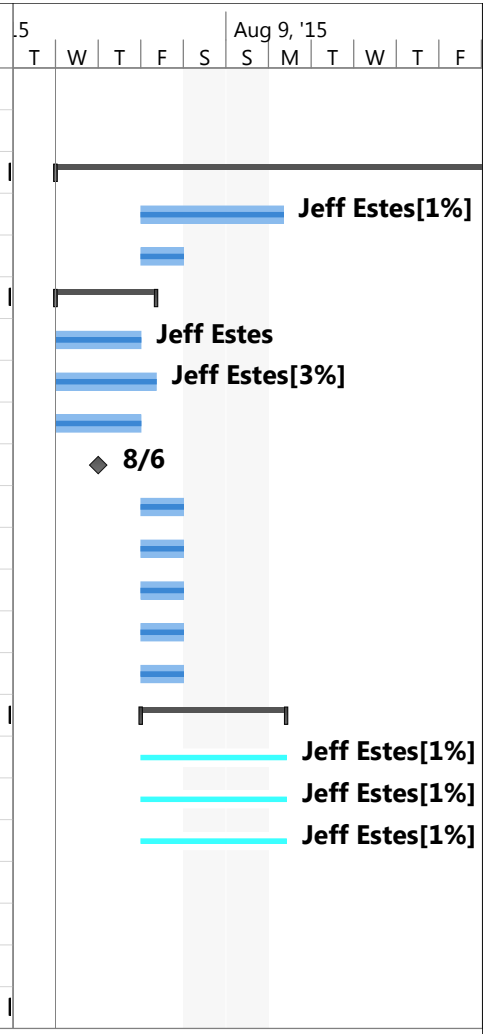


ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
139		**provide PPM Sta**	**1 day**	**Fri 10/2/15**	**Fri 10/2/15**		**Jeff Estes,Brandi I**
140		Provide updat	1 day	Fri 10/2/15	Fri 10/2/15		Jeff Estes
141		**Provide updat**	**1 day**	**Fri 10/2/15**	**Fri 10/2/15**		**Jeff Estes,Brandi I**
142		Schedule M	1 day	Fri 10/2/15	Fri 10/2/15		Jeff Estes[25%]
143		Stakeholder	1 day	Fri 10/2/15	Fri 10/2/15		Jeff Estes[25%]
144		Integration	1 day	Fri 10/2/15	Fri 10/2/15		Jeff Estes[25%]
145		Submit PPMa # 2	0 days	Wed 9/30/15	Wed 9/30/15		
146		**PPMa#3 (23 Oct 15**	**2 days**	**Fri 10/2/15**	**Mon 10/5/15**		**Jeff Estes,Brandi I**
147		Written Draft of I	0 days	Sat 10/3/15	Sun 10/4/15		
148		Revised Abstract	0 days	Sat 10/3/15	Sun 10/4/15		
149		Description of ex	0 days	Sat 10/3/15	Sun 10/4/15		
150		Description of ex	0 days	Sat 10/3/15	Sun 10/4/15		
151		Gantt Chart Upda	0 days	Sat 10/3/15	Sun 10/4/15		
152		Update on 3/4 KA	0 days	Sat 10/3/15	Sun 10/4/15		
153		IRB Training com	0 days	Sat 10/3/15	Sun 10/4/15		
154		IRB proposal for	1 day	Mon 10/5/15	Mon 10/5/15		Jeff Estes
155		**provide PPM Sta**	**1 day**	**Fri 10/2/15**	**Sun 10/4/15**		**Jeff Estes,Brandi I**
156		Provide updat	1 day	Fri 10/2/15	Fri 10/2/15		Jeff Estes
157		**Provide updat**	**1 day**	**Fri 10/2/15**	**Sun 10/4/15**		**Jeff Estes,Brandi I**
158		Schedule M	1 day	Fri 10/2/15	Sun 10/4/15		
159		Stakeholder	1 day	Fri 10/2/15	Sun 10/4/15		
160		Integration	1 day	Fri 10/2/15	Sun 10/4/15		
161		Submit PPMa # 3	0 days	Mon 10/5/15	Mon 10/5/15		



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
162		Go/No-Go Decisi	0 days	Sun 10/4/15	Sun 10/4/15		
163		Class on Writing,	1 day	Mon 10/5/15	Mon 10/5/15		Jeff Estes
164		**PPMa#4 (20 Nov 15**	**33 days**	**Wed 8/5/15**	**Sat 9/19/15**		**Jeff Estes,Brandi I**
165		Advisor Approve	1.04 days	Fri 8/7/15	Mon 8/10/15		Jeff Estes[1%]
166		UAA IRB Submitt	1 day	Fri 8/7/15	Fri 8/7/15		
167		**Completed PM P**	**2.08 days**	**Wed 8/5/15**	**Fri 8/7/15**		**Jeff Estes,Brandi I**
168		Initial Review -	2 days	Wed 8/5/15	Thu 8/6/15		Jeff Estes
169		2nd Editing Re	2.08 days	Wed 8/5/15	Fri 8/7/15		Jeff Estes[3%]
170		3rd Editing Rev	2 days	Wed 8/5/15	Thu 8/6/15		
171		Professional (c	0 days	Thu 8/6/15	Thu 8/6/15		
172		Project Objective	1 day	Fri 8/7/15	Fri 8/7/15		
173		Project Charter	1 day	Fri 8/7/15	Fri 8/7/15		
174		Project Managen	1 day	Fri 8/7/15	Fri 8/7/15		
175		Description of pr	1 day	Fri 8/7/15	Fri 8/7/15		
176		Refined descripti	1 day	Fri 8/7/15	Fri 8/7/15		
177		**Provide update/**	**1.25 days**	**Fri 8/7/15**	**Mon 8/10/15**		**Jeff Estes,Brandi I**
178		Schedule Mgt	1.25 days	Fri 8/7/15	Mon 8/10/15		Jeff Estes[1%]
179		Stakeholder &	1.25 days	Fri 8/7/15	Mon 8/10/15		Jeff Estes[1%]
180		Integration Mg	1.25 days	Fri 8/7/15	Mon 8/10/15		Jeff Estes[1%]
181		Submit PPMa#4	0 days	Sat 9/19/15	Sat 9/19/15		
182		Go/No-Go Decisi	0 days	Fri 9/4/15	Fri 9/4/15		
183		Completion of PM E	0 days	Fri 12/18/15	Fri 12/18/15		
184		**Phase 2 - Research**	**50 days**	**Thu 11/19/15**	**Wed 1/27/16**		**Jeff Estes,Brandi I**



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Date: Tue 4/26/16

Task	Inactive Summary	External Tasks
Split	Manual Task	External Milestone
Milestone	Duration-only	Deadline
Summary	Manual Summary Rollup	Progress
Project Summary	Manual Summary	Manual Progress
Inactive Task	Start-only	
Inactive Milestone	Finish-only	

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
185		**Research Planning I**	**1 day**	**Thu 11/19/15**	**Thu 11/19/15**		**Jeff Estes,Brandi I**
186		Identify Candidat	1 day	Thu 11/19/15	Thu 11/19/15		
187		**Literary Research (I**	**11 days**	**Sun 11/29/15**	**Tue 12/15/15**		**Jeff Estes,Brandi I**
188		**Unified Plan - An**	**11 days**	**Sun 11/29/15**	**Tue 12/15/15**		**Jeff Estes,Brandi I**
189		Email sponsor	0 days	Sun 11/29/15	Sun 11/29/15		
190		USCG referenc	1 day	Wed 12/2/15	Wed 12/2/15	189FS+1 day	
191		EPA reference	0 days	Sat 12/5/15	Sat 12/5/15	190FS+1 day	
192		ADEC referenc	0 days	Sun 12/6/15	Sun 12/6/15	191	
193		ADNR Referen	1 day	Mon 12/7/15	Mon 12/7/15	192	
194		AKRRT referen	1 day	Thu 12/10/15	Thu 12/10/15	193FS+1 day	
195		ADEC Sub refe	1 day	Fri 12/11/15	Fri 12/11/15	194	
196		DOI and subs r	0 days	Sun 12/13/15	Sun 12/13/15	195	
197		PPMr1 comple	0 days	Tue 12/15/15	Tue 12/15/15		
198		**Conduct Survey (PP**	**38.04 days**	**Thu 11/19/15**	**Tue 1/12/16**		**Jeff Estes,Brandi I**
199		**Survey tasks**	**38.04 days**	**Thu 11/19/15**	**Tue 1/12/16**		**Jeff Estes,Brandi I**
200		Draft standard	1.67 days	Thu 11/19/15	Fri 11/20/15		Jeff Estes[1%]
201		Contact prima	0 days	Sun 11/22/15	Sun 11/22/15	200	
202		Provide confid	0 days	Sun 11/22/15	Sun 11/22/15	201	
203		Send survey ou	0 days	Mon 11/23/1	Mon 11/23/1	202	
204		Collect survey	35 days	Mon 11/23/1	Fri 1/8/16	203	
205		Analyze survey	0 days	Sat 1/9/16	Sun 1/10/16	204	
206		Draft survey re	1.04 days	Mon 1/11/16	Tue 1/12/16	205	Jeff Estes[9%]
207		Conduct Interview (	28 days	Sun 12/20/15	Wed 1/27/16		

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Task
Split
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External Tasks
External Milestone
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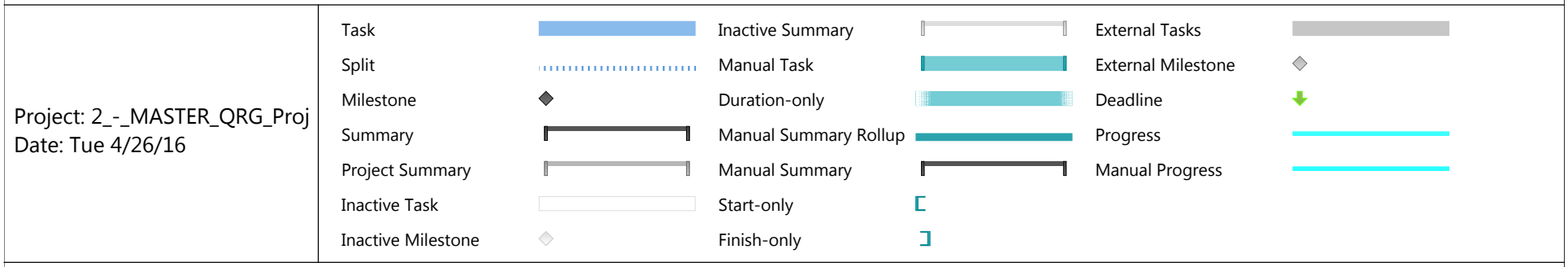
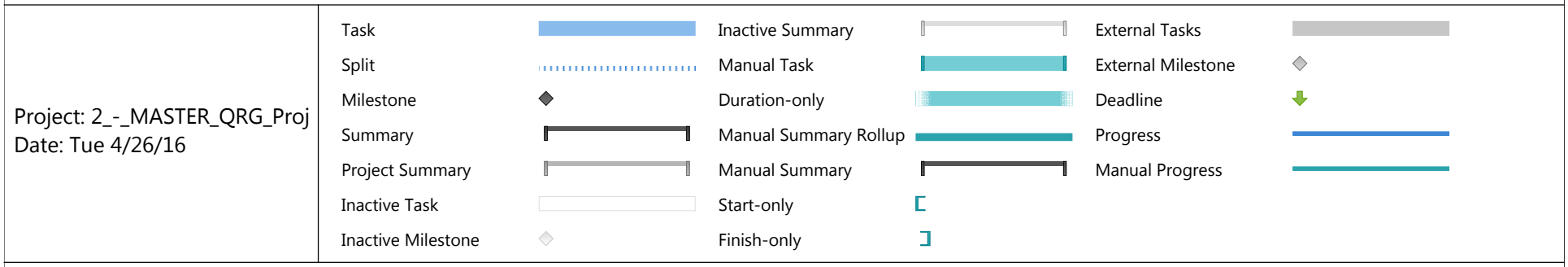
Manual Progress

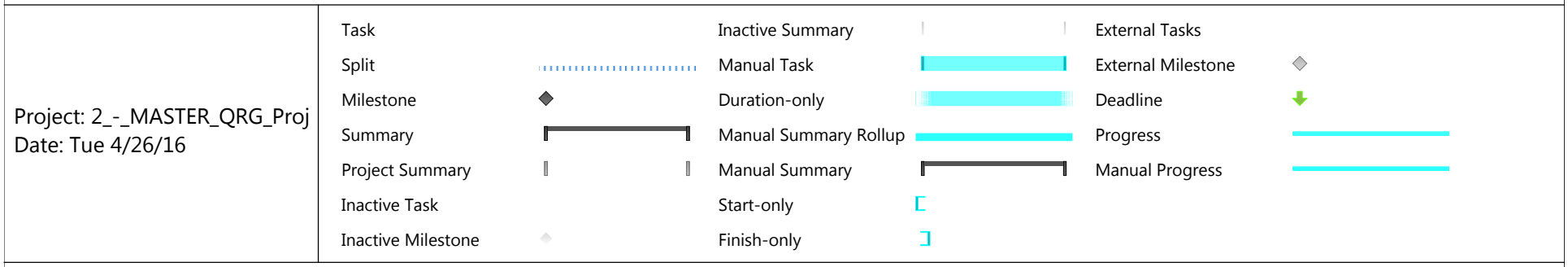
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
208		**Interview tasks**	**12 days**	**Thu 12/31/15**	**Sat 1/16/16**		**Jeff Estes,Brandi I**
209		Contact primary i	12 days	Thu 12/31/15	Sat 1/16/16		
210		**Phase 3 - 686b Execut**	**79.1 days**	**Wed 1/13/16**	**Tue 5/3/16**		**Jeff Estes,Brandi I**
211		**CHANGED: This wil**	**8.21 days**	**Wed 1/13/16**	**Mon 1/25/16**		**Jeff Estes,Brandi I**
212		**Update Research**	**5 days**	**Wed 1/13/16**	**Tue 1/19/16**		**Jeff Estes,Brandi I**
213		ID of regulator	1.04 days	Mon 1/18/16	Tue 1/19/16		Jeff Estes[6%]
214		Organization d	1.04 days	Mon 1/18/16	Tue 1/19/16	213	Jeff Estes[9%]
215		Classification b	1.04 days	Mon 1/18/16	Tue 1/19/16	214	Jeff Estes[9%]
216		Urgency (time	1.04 days	Mon 1/18/16	Tue 1/19/16	215	Jeff Estes[9%]
217		Priority to the	1.04 days	Mon 1/18/16	Tue 1/19/16	216	Jeff Estes[9%]
218		Power to the U	1.04 days	Mon 1/18/16	Tue 1/19/16	217	Jeff Estes[9%]
219		Develop the Pc	1.04 days	Mon 1/18/16	Tue 1/19/16	218	Jeff Estes[9%]
220		ID of what ICS	1.04 days	Mon 1/18/16	Tue 1/19/16	219	Jeff Estes[9%]
221		Populate Stake	5 days	Wed 1/13/16	Tue 1/19/16		Jeff Estes[25%]
222		**Draft Swim lane**	**5.21 days**	**Mon 1/18/16**	**Mon 1/25/16**		**Jeff Estes,Brandi I**
223		Include Agenci	1 day	Tue 1/19/16	Tue 1/19/16		
224		Include Citatio	1 day	Tue 1/19/16	Tue 1/19/16	223	
225		Design to fit	1 day	Tue 1/19/16	Tue 1/19/16	224	
226		Write SRM	5.21 days	Mon 1/18/16	Mon 1/25/16		Jeff Estes[12%]
227		Complete QRP SF	0 days	Mon 1/25/16	Mon 1/25/16	225FS+3 days	
228		**QRP Product Devel**	**53 days**	**Wed 1/20/16**	**Fri 4/1/16**		**Jeff Estes,Brandi I**
229		**Decide on applic**	**53 days**	**Wed 1/20/16**	**Fri 4/1/16**		**Jeff Estes,Brandi I**
230		Provide a list o	1 day	Thu 1/21/16	Thu 1/21/16		Jeff Estes



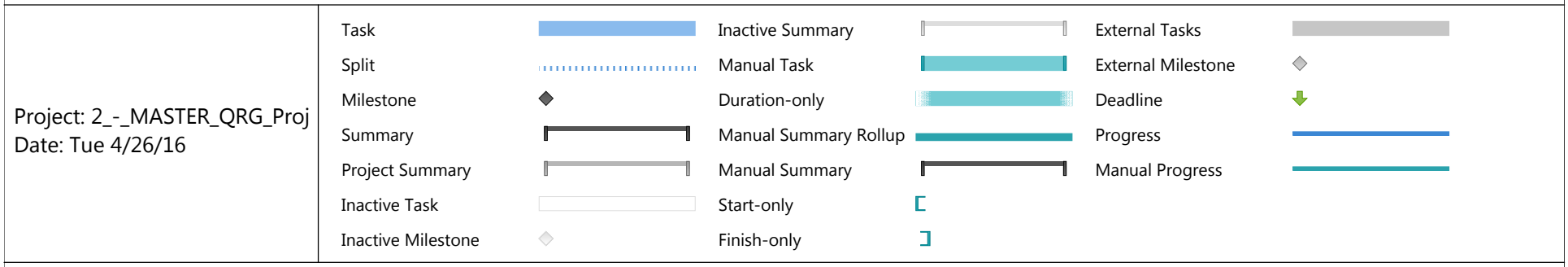
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
231		Using MS Publ	2 days	Wed 1/20/16	Thu 1/21/16		Jeff Estes
232		Page 1 - Agenc	2 days	Tue 1/26/16	Wed 1/27/16	231FS+1 day	Jeff Estes
233		Page 2 - Regul	0 days	Sat 1/30/16	Sun 1/31/16	232FS+1 day	
234		Page 3 - Feder	0 days	Sat 1/30/16	Sun 1/31/16	233	
235		Page 4 - AK Sta	0 days	Sat 1/30/16	Sun 1/31/16	234	
236		Page 5 - Agenc	8 days	Fri 3/11/16	Tue 3/22/16		Jeff Estes
237		Finalize Visio &	8 days	Wed 3/23/16	Fri 4/1/16	235FS+36 days	Jeff Estes
238		**QRG Test Phase**	**26 days**	**Sat 2/6/16**	**Mon 3/14/16**		**Jeff Estes,Brandi**
239		??????Meeting w	1 day	Tue 3/8/16	Tue 3/8/16	230FS+31 days	Jeff Estes
240		Draft email for te	0 days	Sat 2/6/16	Sat 2/6/16	237FS-40 days	
241		Deliver in Secure	0 days	Sun 2/7/16	Sun 2/7/16	240	
242		Email out	1 day	Mon 2/8/16	Mon 2/8/16	241	Jeff Estes[35%]
243		Collect responses	11 days	Tue 2/9/16	Tue 2/23/16	242	Jeff Estes
244		Make appropriat	9 days	Tue 3/1/16	Fri 3/11/16	243FS+3 days	Jeff Estes
245		Finalize QRG Pro	0 days	Sat 3/12/16	Sun 3/13/16	244	
246		**Format for iBook**	**1 day**	**Sun 3/13/16**	**Mon 3/14/16**		**Jeff Estes,Brandi**
247		Format for iBo	0 days	Sun 3/13/16	Sun 3/13/16		
248		Upload to iBoc	1 day	Mon 3/14/16	Mon 3/14/16	247	Jeff Estes
249		**Professionally print**	**1 day**	**Tue 3/15/16**	**Tue 3/15/16**		**Jeff Estes,Brandi**
250		Sumit to a few ve	1 day	Tue 3/15/16	Tue 3/15/16	248	Jeff Estes
251		Negotiate with Ki	1 day	Tue 3/15/16	Tue 3/15/16	250	Jeff Estes
252		Order	1 day	Tue 3/15/16	Tue 3/15/16	251	Jeff Estes
253		Review	1 day	Tue 3/15/16	Tue 3/15/16	252	Jeff Estes



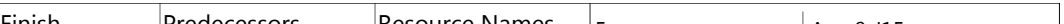
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
254		approve and pay	1 day	Tue 3/15/16	Tue 3/15/16	253	Jeff Estes
255		**Final research pape**	**34 days**	**Fri 2/5/16**	**Wed 3/23/16**		**Jeff Estes,Brandi I**
256		**Use 686a TOC an**	**11 days**	**Fri 2/5/16**	**Sun 2/21/16**		**Jeff Estes,Brandi I**
257		Abstract	1 day	Fri 2/5/16	Fri 2/5/16		Jeff Estes
258		Chapter 1	0 days	Sun 2/7/16	Sun 2/7/16	257	
259		Chapter 2	1 day	Mon 2/8/16	Mon 2/8/16	258	Jeff Estes
260		Chapter 3	1 day	Thu 2/11/16	Thu 2/11/16	259FS+1 day	Jeff Estes
261		Chapter 4	1 day	Fri 2/12/16	Fri 2/12/16	260	Jeff Estes
262		Chapter 5	0 days	Sat 2/13/16	Sat 2/13/16	261	
263		Chapter 6	1 day	Mon 2/15/16	Mon 2/15/16	262	Jeff Estes
264		Chapter 7	0 days	Sat 2/20/16	Sat 2/20/16	263FS+3 days	
265		Chapter 8	0 days	Sun 2/21/16	Sun 2/21/16	264	
266		Chapter 9	0 days	Sun 2/21/16	Sun 2/21/16	265	
267		Chapter 10	0 days	Sun 2/21/16	Sun 2/21/16	266	
268		1st Edit- Jeff to R	4 days	Mon 2/22/16	Thu 2/25/16	267	Jeff Estes
269		2nd Edit - Lou to	16 days	Thu 2/25/16	Thu 3/17/16	268	Lou Rivera
270		3rd Edit - Jeff (ma	5 days	Thu 3/17/16	Wed 3/23/16	269	Jeff Estes
271		**PPMb#1 (Friday 5 F**	**3 days**	**Wed 2/3/16**	**Mon 2/8/16**		**Jeff Estes,Brandi I**
272		Change Control P	1 day	Wed 2/3/16	Wed 2/3/16	269FS-31 days	Jeff Estes
273		Updated Gantt	1 day	Thu 2/4/16	Thu 2/4/16	272	Jeff Estes
274		Updated Risk Reg	1 day	Fri 2/5/16	Fri 2/5/16	273	Jeff Estes
275		Other	1 day	Fri 2/5/16	Fri 2/5/16	274	Jeff Estes
276		Risk Response im	1 day	Fri 2/5/16	Fri 2/5/16	275	Jeff Estes



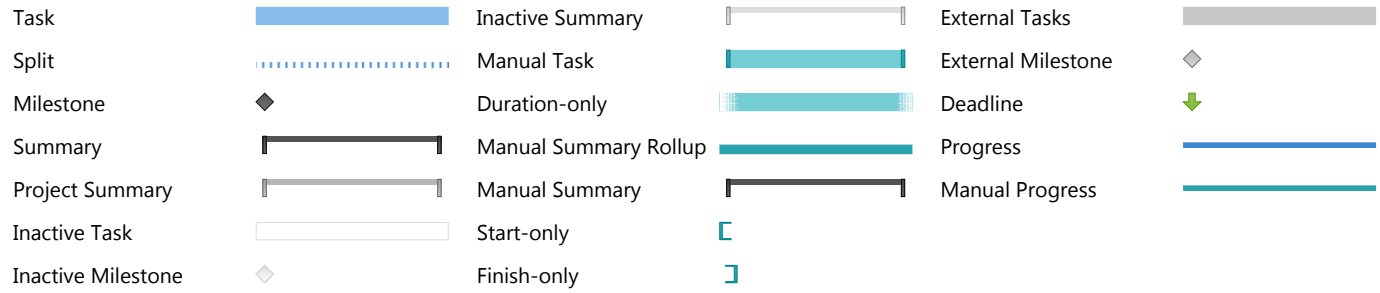
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
277		Project Deliverab	1 day	Fri 2/5/16	Fri 2/5/16	276	Jeff Estes
278		Data Collection /	1 day	Fri 2/5/16	Fri 2/5/16	277	Jeff Estes
279		Knowledge Areas	1 day	Fri 2/5/16	Fri 2/5/16	278	Jeff Estes
280		Lessons learned	1 day	Fri 2/5/16	Fri 2/5/16	279	Jeff Estes
281		Final Signed GSP	1 day	Fri 2/5/16	Fri 2/5/16	280	Jeff Estes
282		Updated Student	1 day	Fri 2/5/16	Fri 2/5/16	281	Jeff Estes
283		Organize files for	0 days	Sat 2/6/16	Sat 2/6/16	282	
284		Submit to Blackb	0 days	Sat 2/6/16	Sat 2/6/16	283	
285		PPM 1 complete	0 days	Mon 2/8/16	Mon 2/8/16	284	
286		**PPMb#2 (Friday 26**	**10 days**	**Mon 2/8/16**	**Mon 2/22/16**		**Jeff Estes,Brandi**
287		Updated Abstrac	1 day	Mon 2/8/16	Mon 2/8/16	285	Jeff Estes
288		Updated Table of	1 day	Mon 2/8/16	Mon 2/8/16	287	Jeff Estes
289		Updated Researc	1 day	Mon 2/8/16	Mon 2/8/16	288	Jeff Estes
290		Validated Resear	1 day	Mon 2/8/16	Mon 2/8/16	289	Jeff Estes
291		Project Progress	1 day	Mon 2/8/16	Mon 2/8/16	290	Jeff Estes
292		**PM Plan updates**	**2 days**	**Mon 2/8/16**	**Tue 2/9/16**		**Jeff Estes,Brandi**
293		Updated RTM	1 day	Mon 2/8/16	Mon 2/8/16	291	Jeff Estes
294		Updated WBS	1 day	Tue 2/9/16	Tue 2/9/16	293	Jeff Estes
295		Updated Proje	1 day	Tue 2/9/16	Tue 2/9/16	294	Jeff Estes
296		Updated Risk F	1 day	Tue 2/9/16	Tue 2/9/16	295	Jeff Estes
297		Other project	1 day	Tue 2/9/16	Tue 2/9/16	296	Jeff Estes
298		Risk Response Im	1 day	Mon 2/8/16	Mon 2/8/16	297FS-1 day	Jeff Estes
299		Project Deliverab	1 day	Tue 2/9/16	Tue 2/9/16	298	Jeff Estes



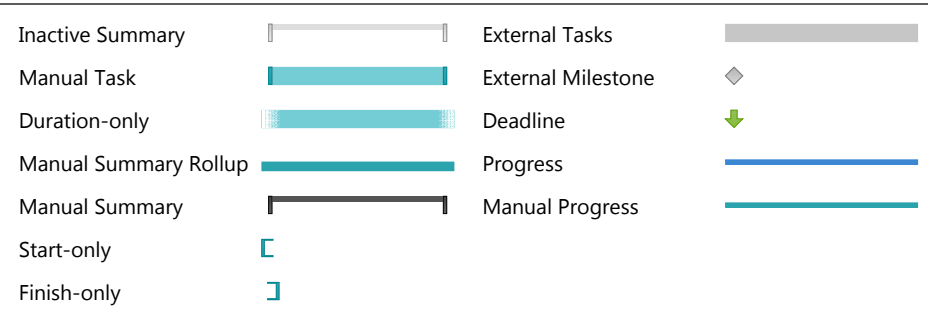
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
300		Knowledge Area	1 day	Wed 2/10/16	Wed 2/10/16	299	Jeff Estes
301		Lessons Learned	1 day	Wed 2/10/16	Wed 2/10/16	300	Jeff Estes
302		Organize files for	0 days	Sat 2/20/16	Sat 2/20/16	301FS+6 days	
303		Submit to Blackb	0 days	Sat 2/20/16	Sat 2/20/16	302	
304		PPM2 Complete	0 days	Mon 2/22/16	Mon 2/22/16	303	
305		**PPMb#3 (18 Mar 16**	**14 days**	**Tue 3/1/16**	**Sat 3/19/16**		**Jeff Estes,Brandi**
306		Final Working Dr	6 days	Tue 3/1/16	Tue 3/8/16	304FS+4 days	Jeff Estes
307		Revised Abstract	1 day	Wed 3/2/16	Wed 3/2/16	306FS-4 days	Jeff Estes
308		Research results	1 day	Thu 3/3/16	Thu 3/3/16	307	Jeff Estes
309		Preliminary concl	1 day	Fri 3/4/16	Fri 3/4/16	308	Jeff Estes
310		Knowledge Area	0 days	Sat 3/5/16	Sat 3/5/16	309	
311		Lesson Learned M	1 day	Mon 3/7/16	Mon 3/7/16	310	Jeff Estes
312		Organize files for	1 day	Thu 3/10/16	Thu 3/10/16	311FS+1 day	Jeff Estes
313		Submit to Blackb	1 day	Mon 3/14/16	Mon 3/14/16	312FS+1 day	Jeff Estes
314		PPM3 Complete	0 days	Sat 3/19/16	Sat 3/19/16	313FS+3 days	
315		**PPMb#4 (Fri 8 Apr**	**15 days**	**Sat 3/19/16**	**Sat 4/9/16**		**Jeff Estes,Brandi**
316		Draft Presentatio	1 day	Sat 3/19/16	Mon 3/21/16	314	Brandi Estes
317		Final Complete a	9 days	Sat 3/26/16	Thu 4/7/16	316FS+3 days,270	Brandi Estes
318		Updated Project	1 day	Fri 4/8/16	Fri 4/8/16	317	Brandi Estes
319		Knowledge Area	1 day	Fri 4/8/16	Fri 4/8/16	318	Brandi Estes
320		Lessons Learned	1 day	Fri 4/8/16	Fri 4/8/16	319	Brandi Estes
321		Organized files fc	0 days	Sat 4/9/16	Sat 4/9/16	320	
322		Submit to Blackb	0 days	Sat 4/9/16	Sat 4/9/16	321	



Project: 2_-_MASTER_QRG_Proj
Date: Tue 4/26/16



ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
323		PPM4 Compete	0 days	Sat 4/9/16	Sat 4/9/16	322	
324		Final Go/No-Go Dec	0 days	Sat 4/9/16	Sat 4/9/16	323	
325		**Final Oral Defenses**	**2 days**	**Wed 4/20/16**	**Thu 4/21/16**		**Jeff Estes,Brandi I**
326		Create final prese	2 days	Wed 4/20/16	Thu 4/21/16	324FS+5 days	
327		**Submit Final Delive**	**3.1 days**	**Mon 4/18/16**	**Thu 4/21/16**		**Jeff Estes,Brandi I**
328		Final Hard Copy F	1.1 days	Mon 4/18/16	Tue 4/19/16	326FS-3 days	
329		Organized file on	1 day	Tue 4/19/16	Tue 4/19/16		
330		Final summary N	1.1 days	Tue 4/19/16	Wed 4/20/16	328	
331		Final Summary N	2.1 days	Tue 4/19/16	Thu 4/21/16	330	
332		**Final Project Closec**	**2.1 days**	**Fri 4/22/16**	**Tue 4/26/16**		**Jeff Estes,Brandi I**
333		Finalize Box.com	1.1 days	Fri 4/22/16	Mon 4/25/16	331FS+1 day	
334		Erase Thumbdriv	1.1 days	Sun 4/24/16	Tue 4/26/16	333	
335		Completion of PM (	0 days	Tue 5/3/16	Tue 5/3/16	331FS+8 days,334	



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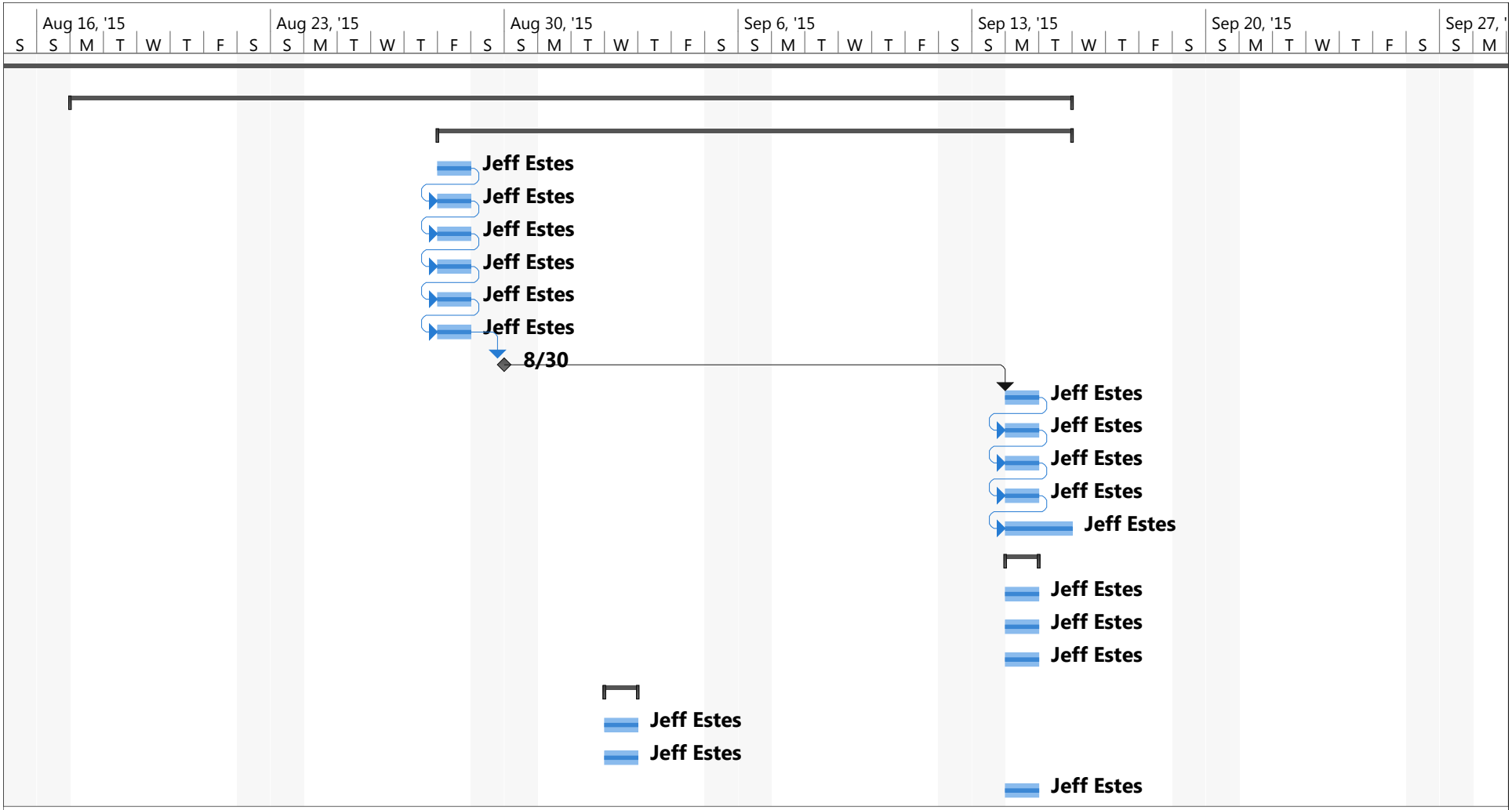

Project: 2_-_MASTER_QRG_Proj
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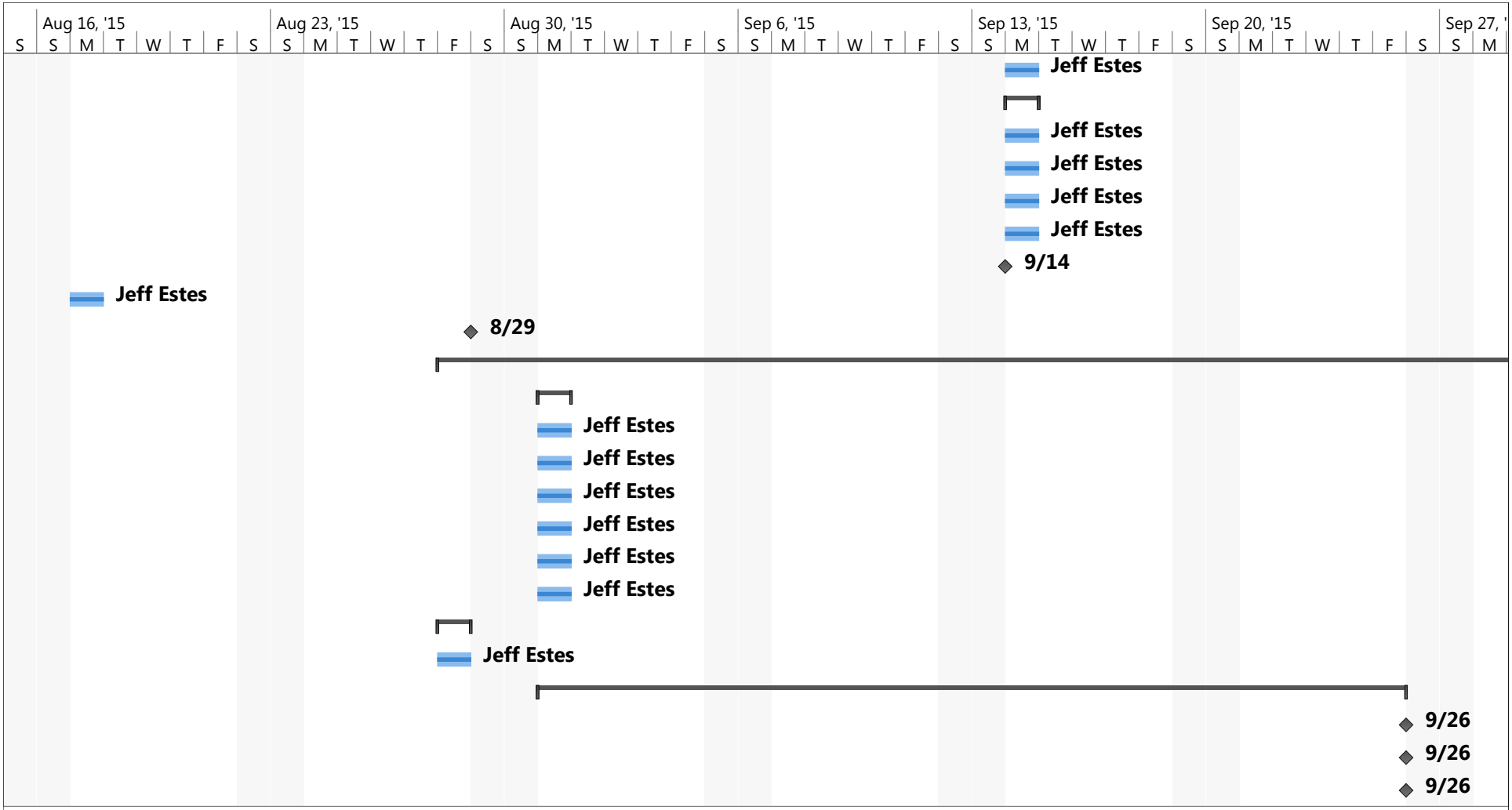
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



Project: 2_-_MASTER_QRG_Proj
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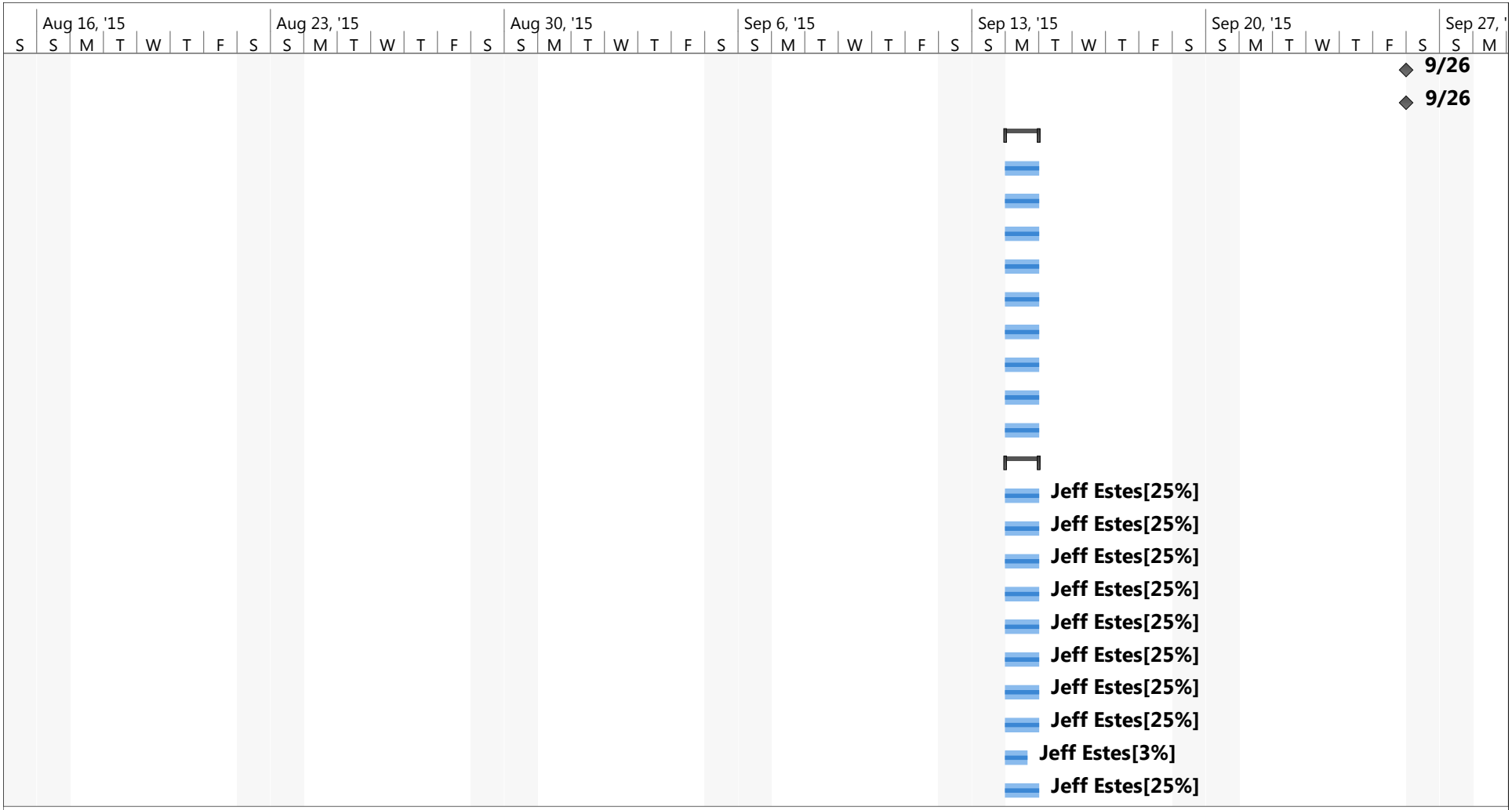
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
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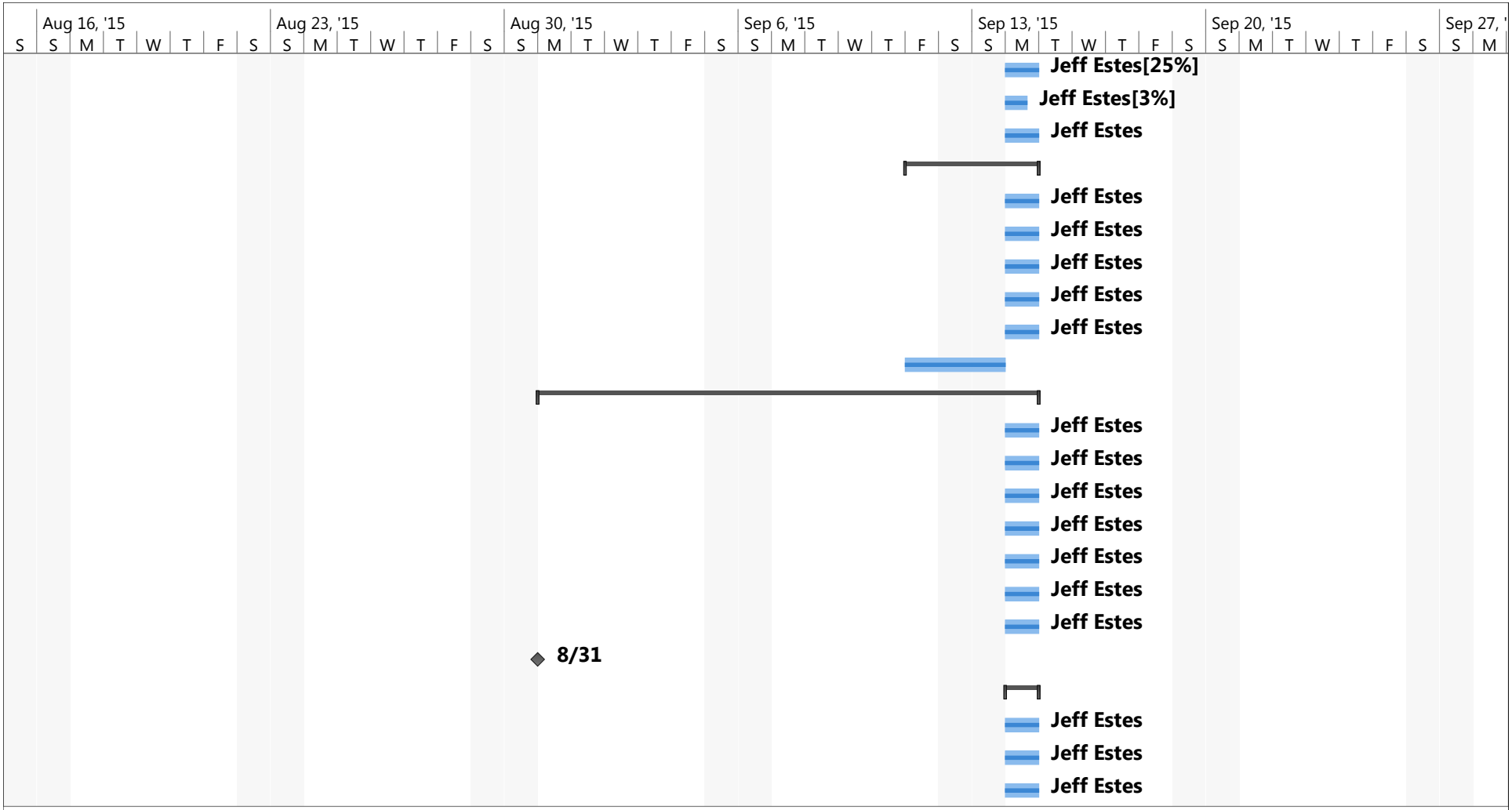
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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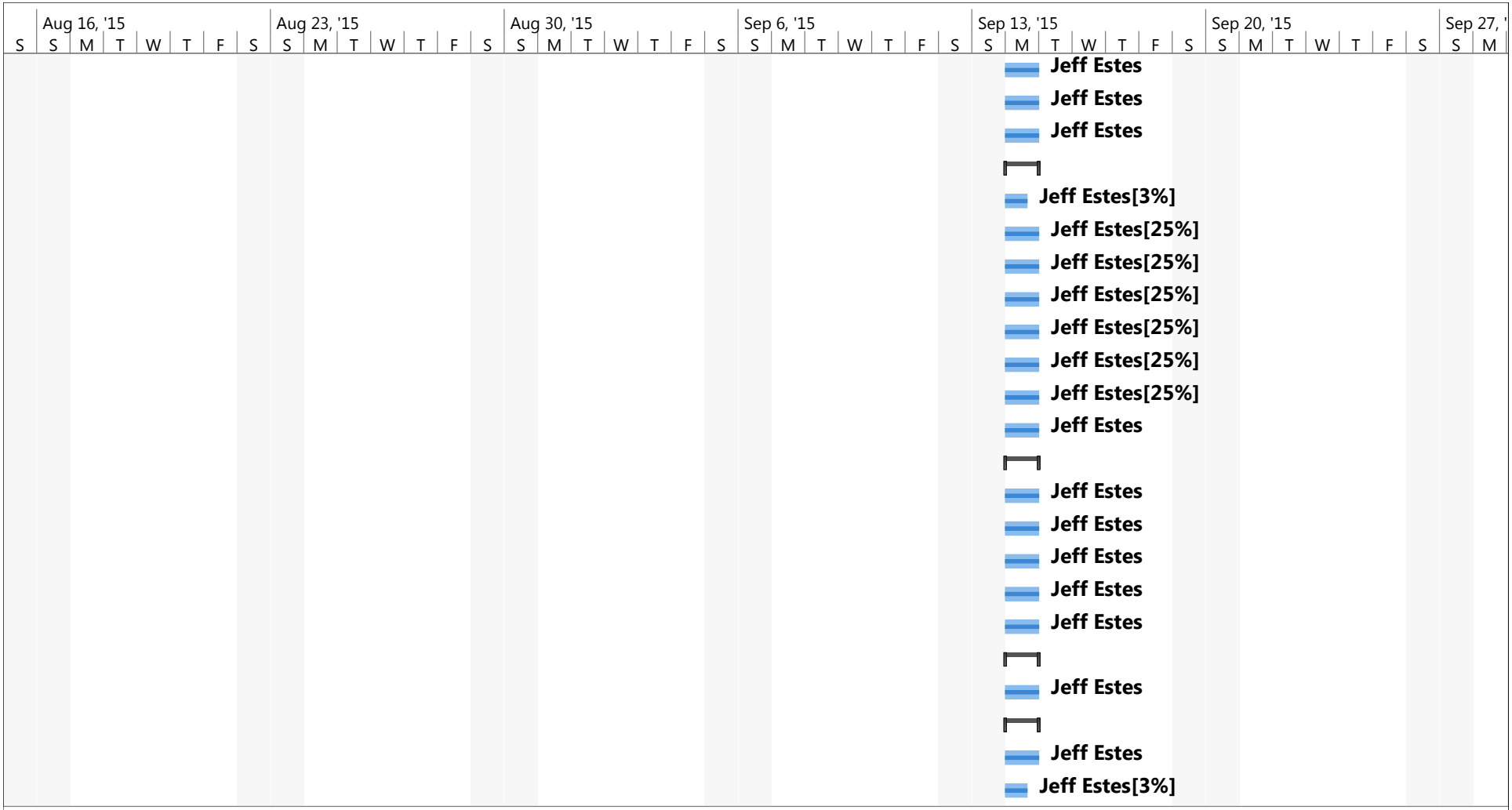
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
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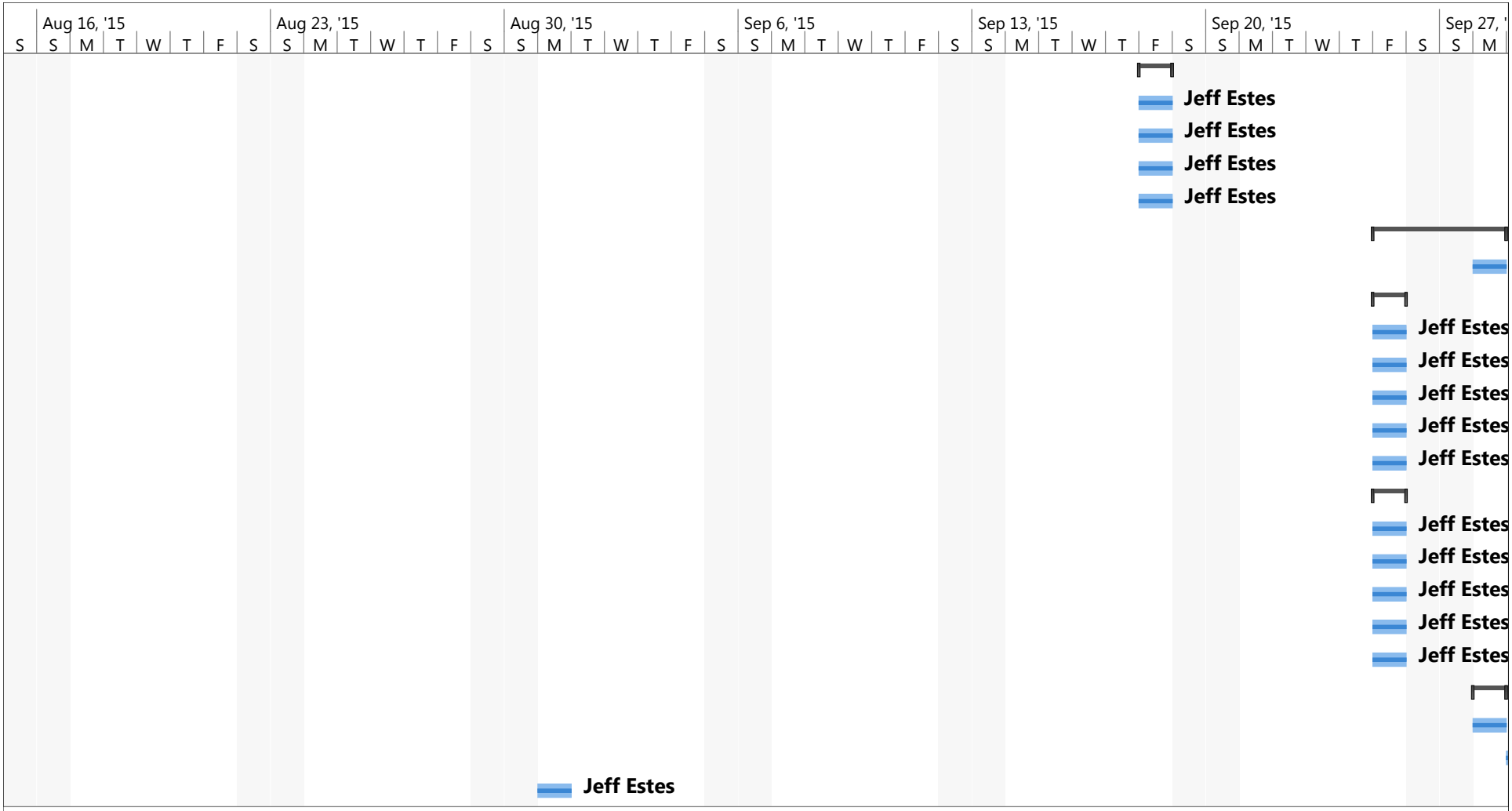
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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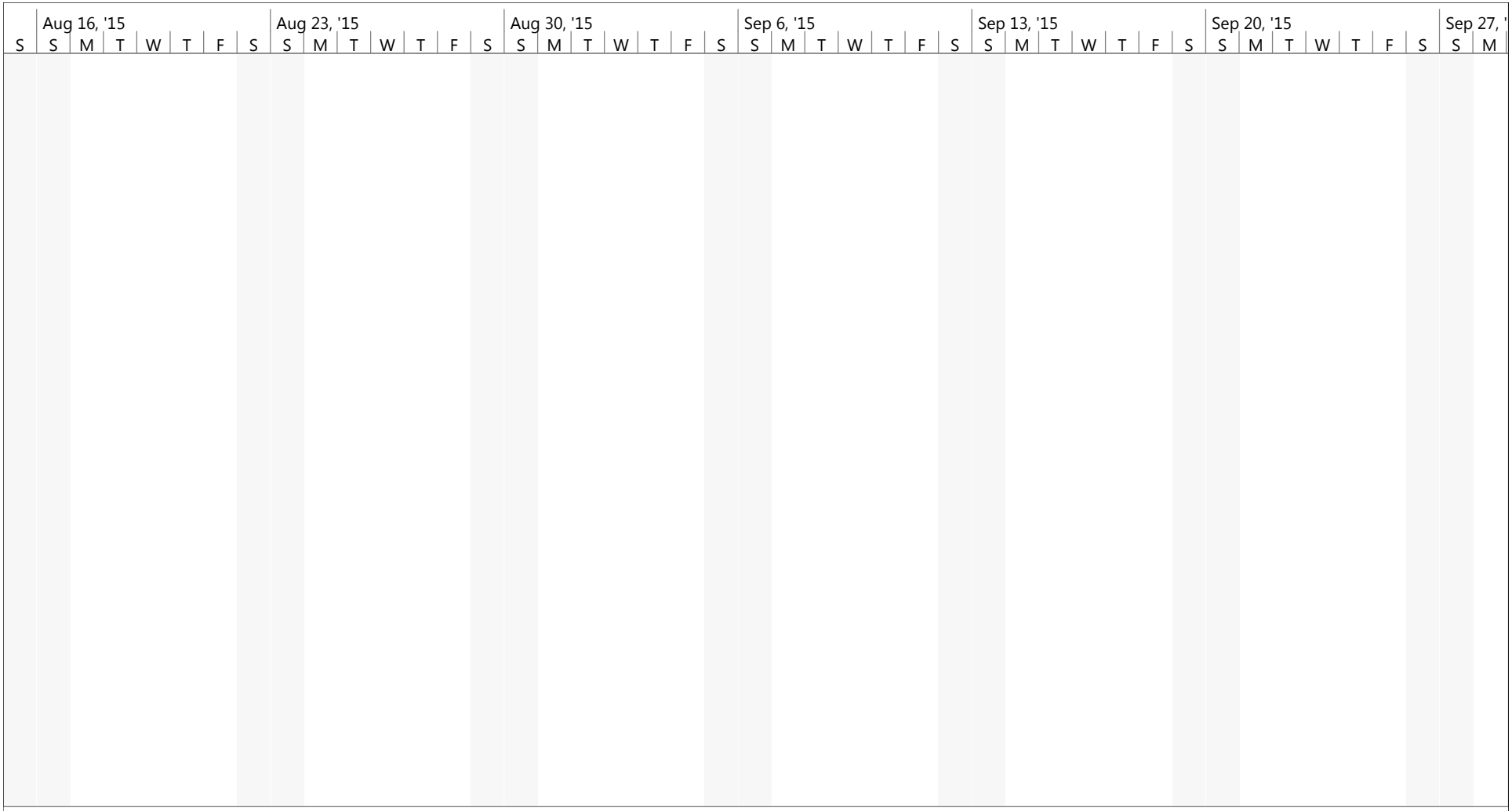
Task	Inactive Summary	External Tasks
Split	Manual Task	External Milestone
Milestone	Duration-only	Deadline
Summary	Manual Summary Rollup	Progress
Project Summary	Manual Summary	Manual Progress
Inactive Task	Start-only	
Inactive Milestone	Finish-only	



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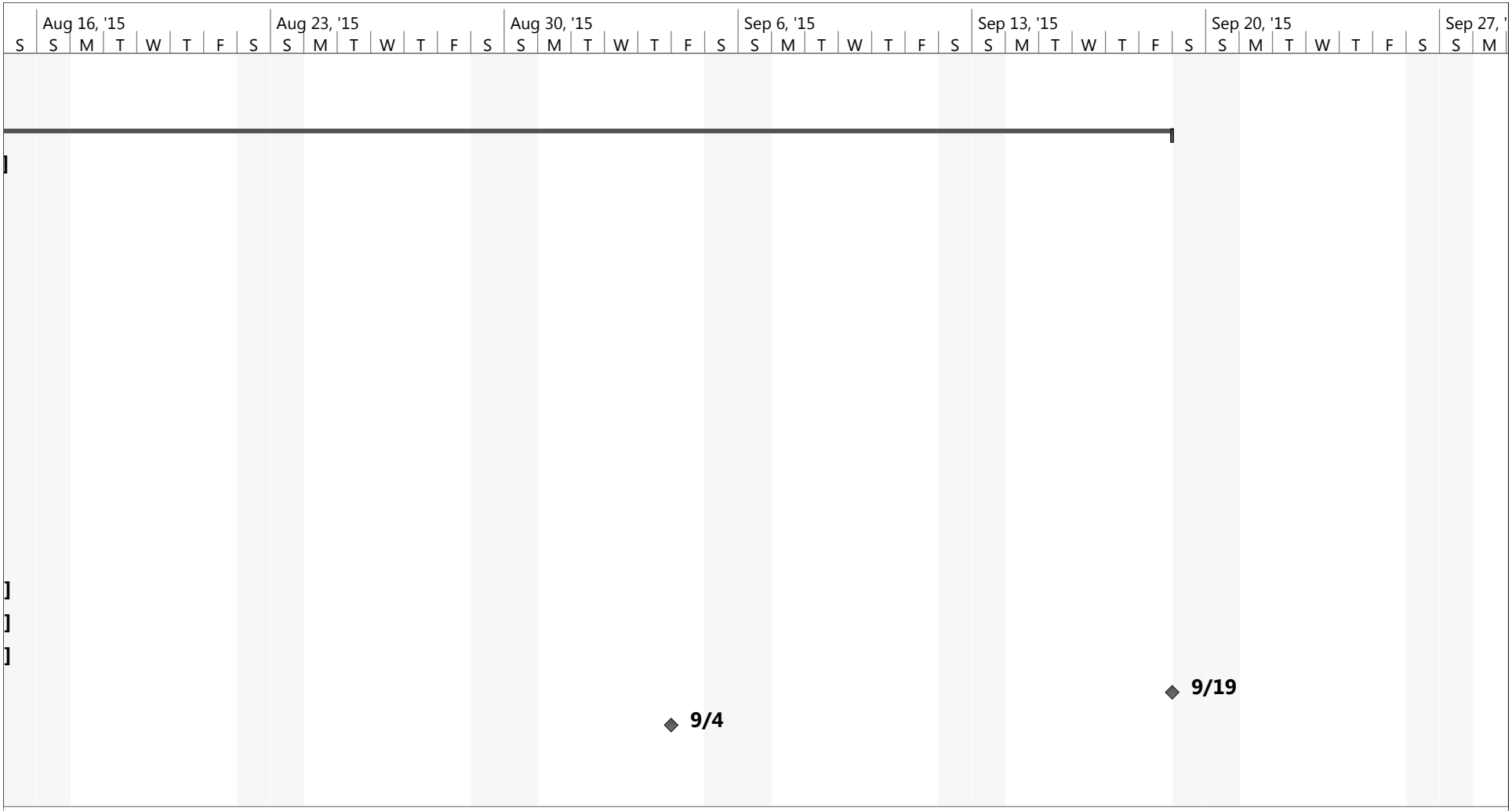
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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Task	Inactive Summary	External Tasks
Split	Manual Task	External Milestone
Milestone	Duration-only	Deadline
Summary	Manual Summary Rollup	Progress
Project Summary	Manual Summary	Manual Progress
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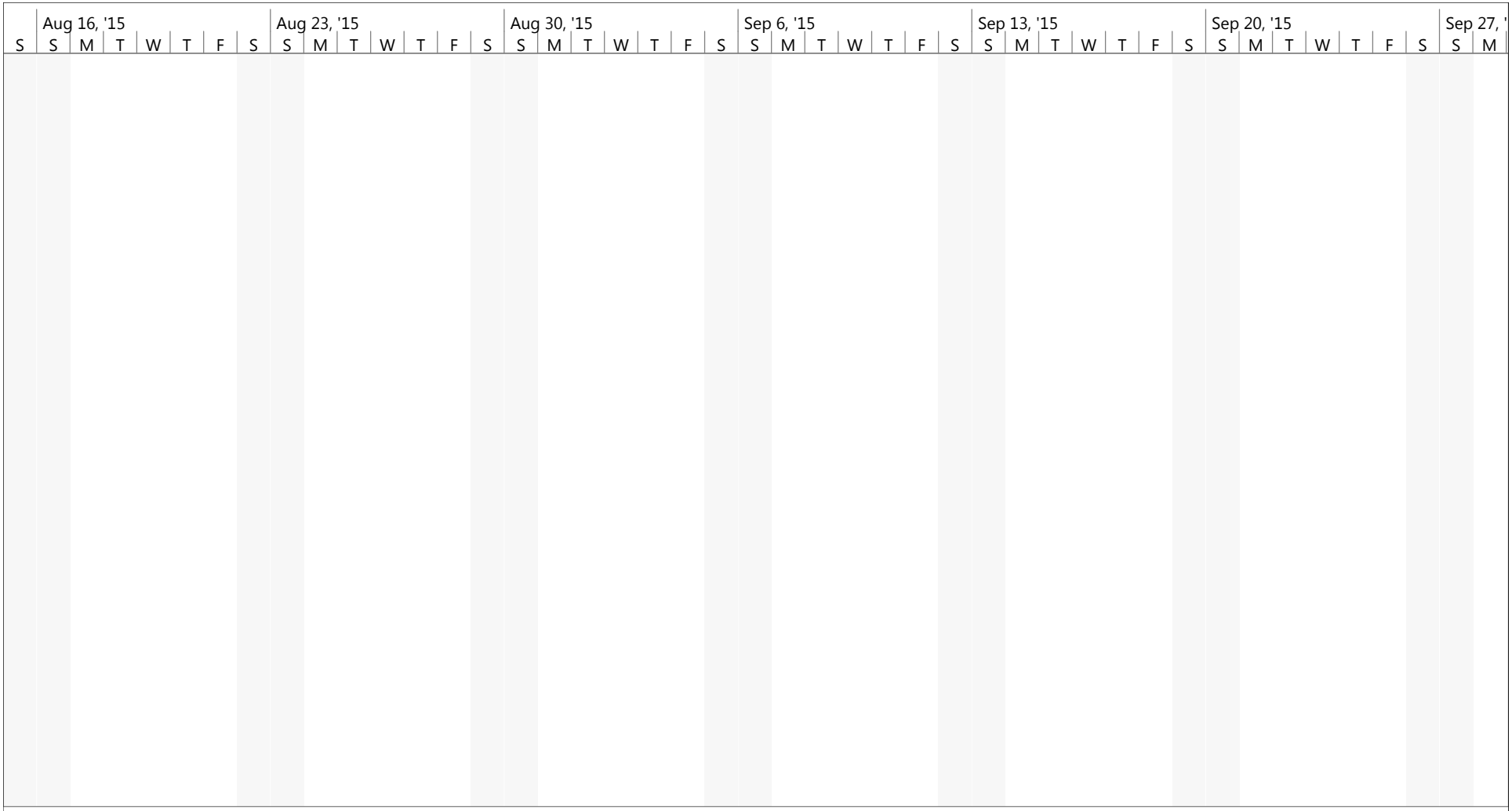
Inactive Milestone	Finish-only	



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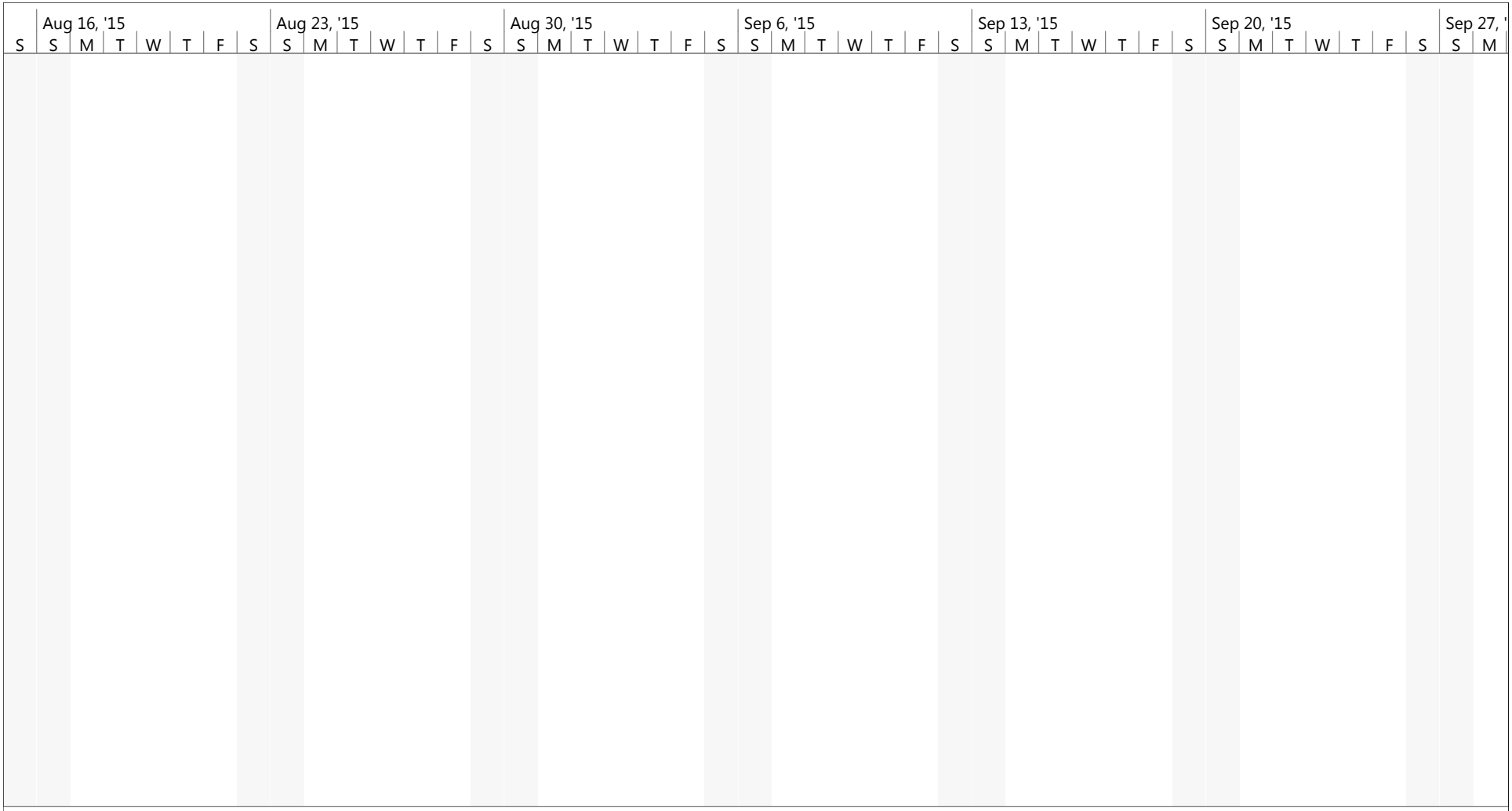
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



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Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
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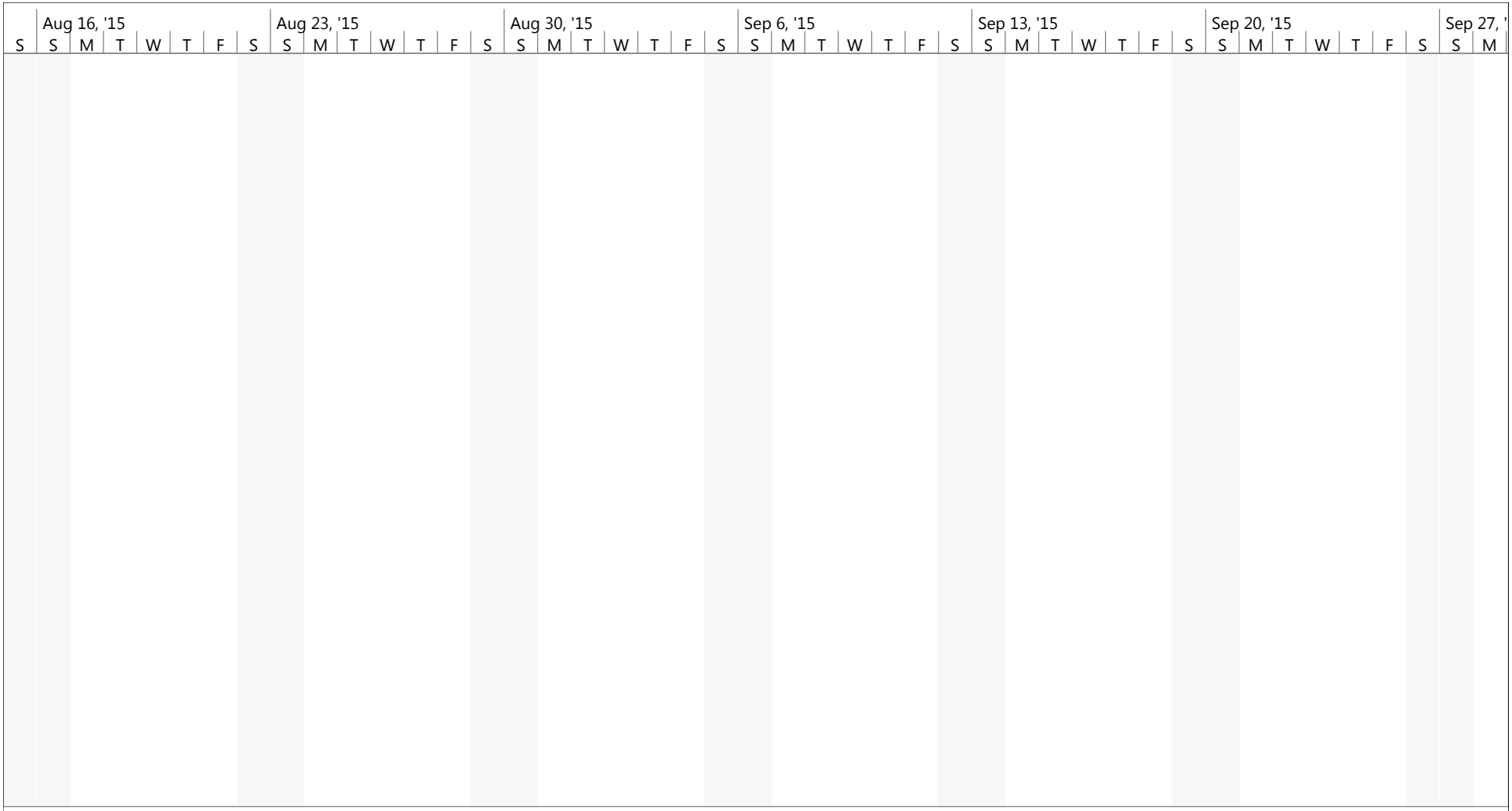

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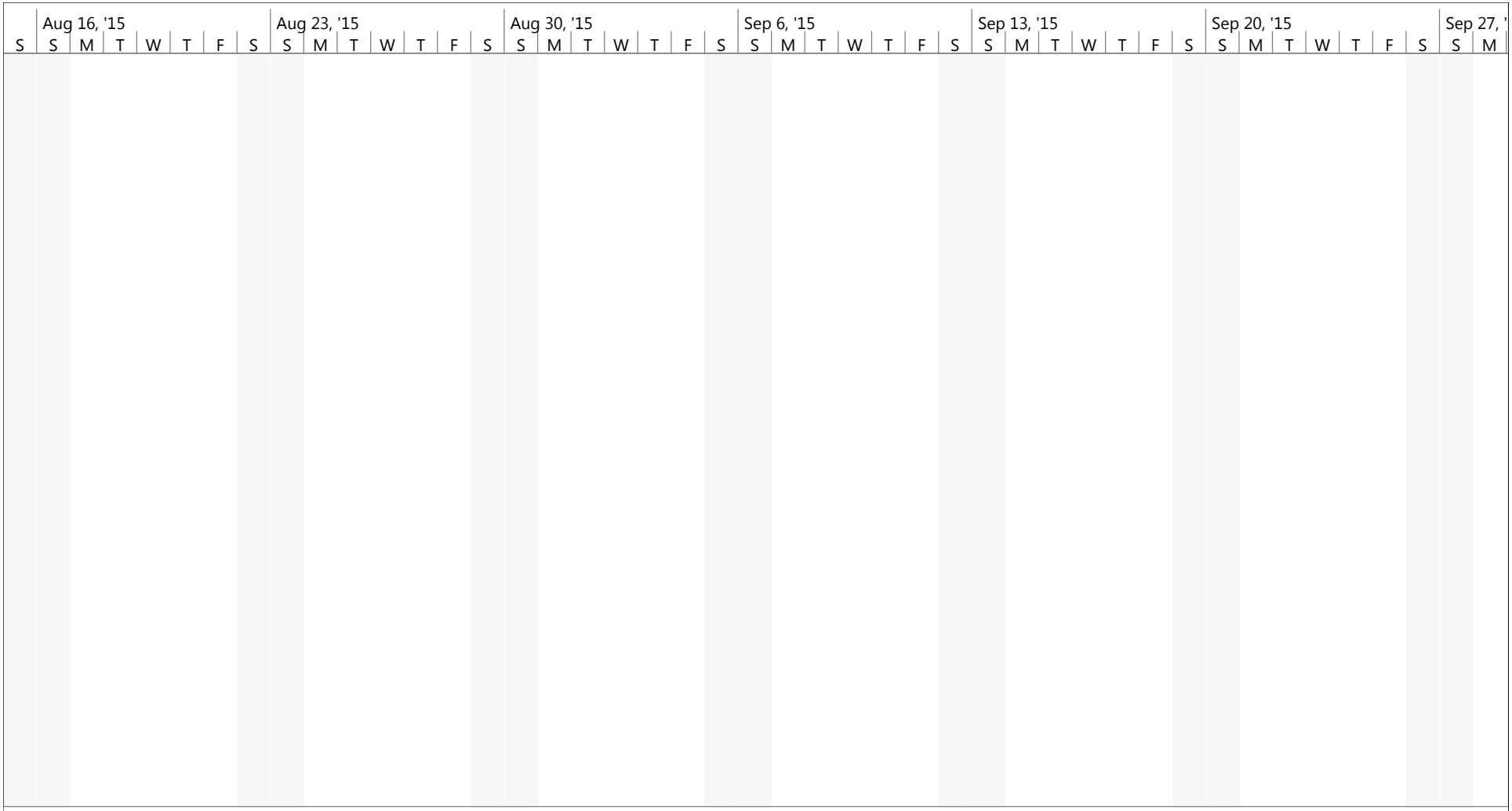
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			



Project: 2_-_MASTER_QRG_Proj
Date: Tue 4/26/16

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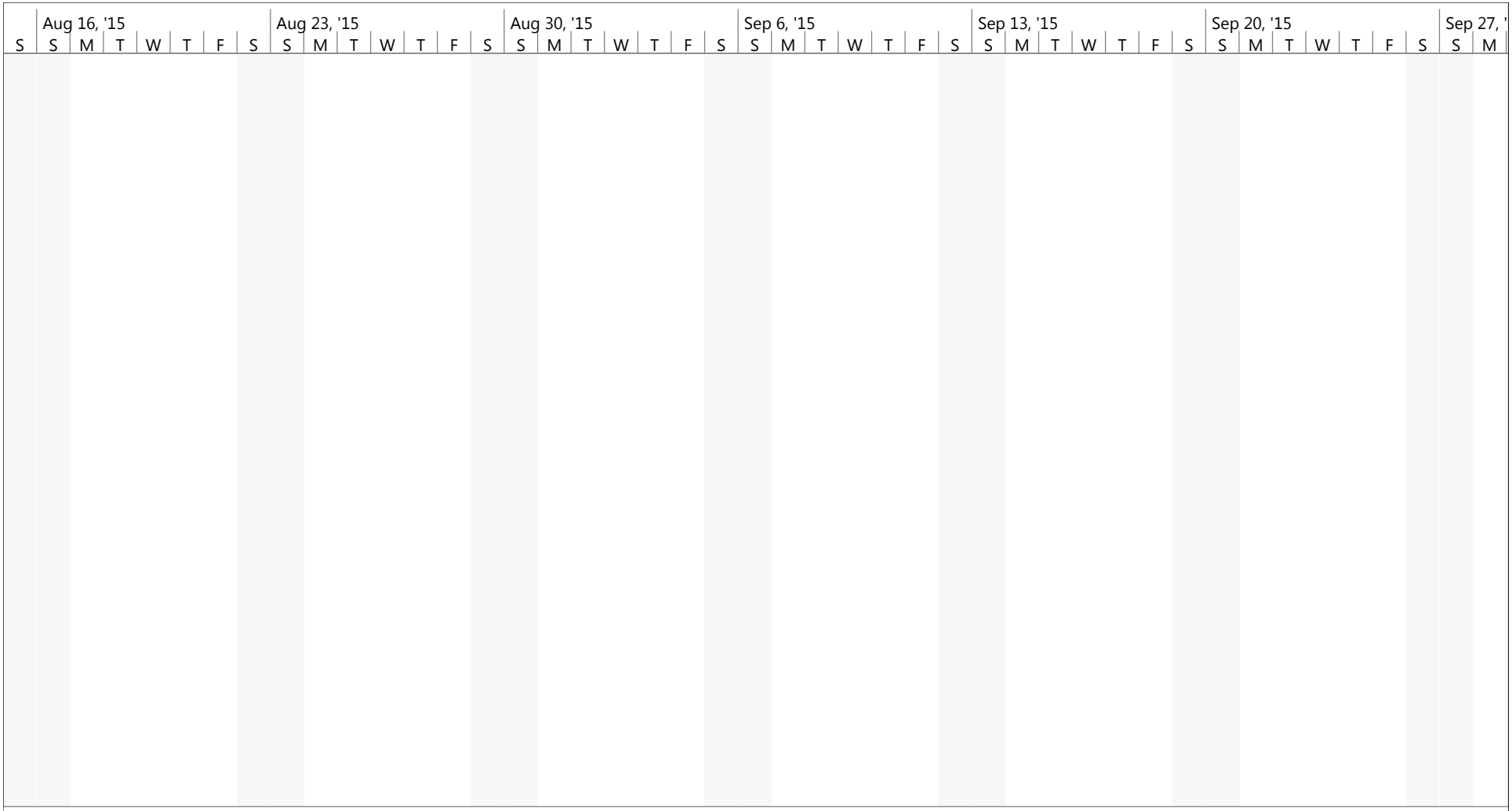

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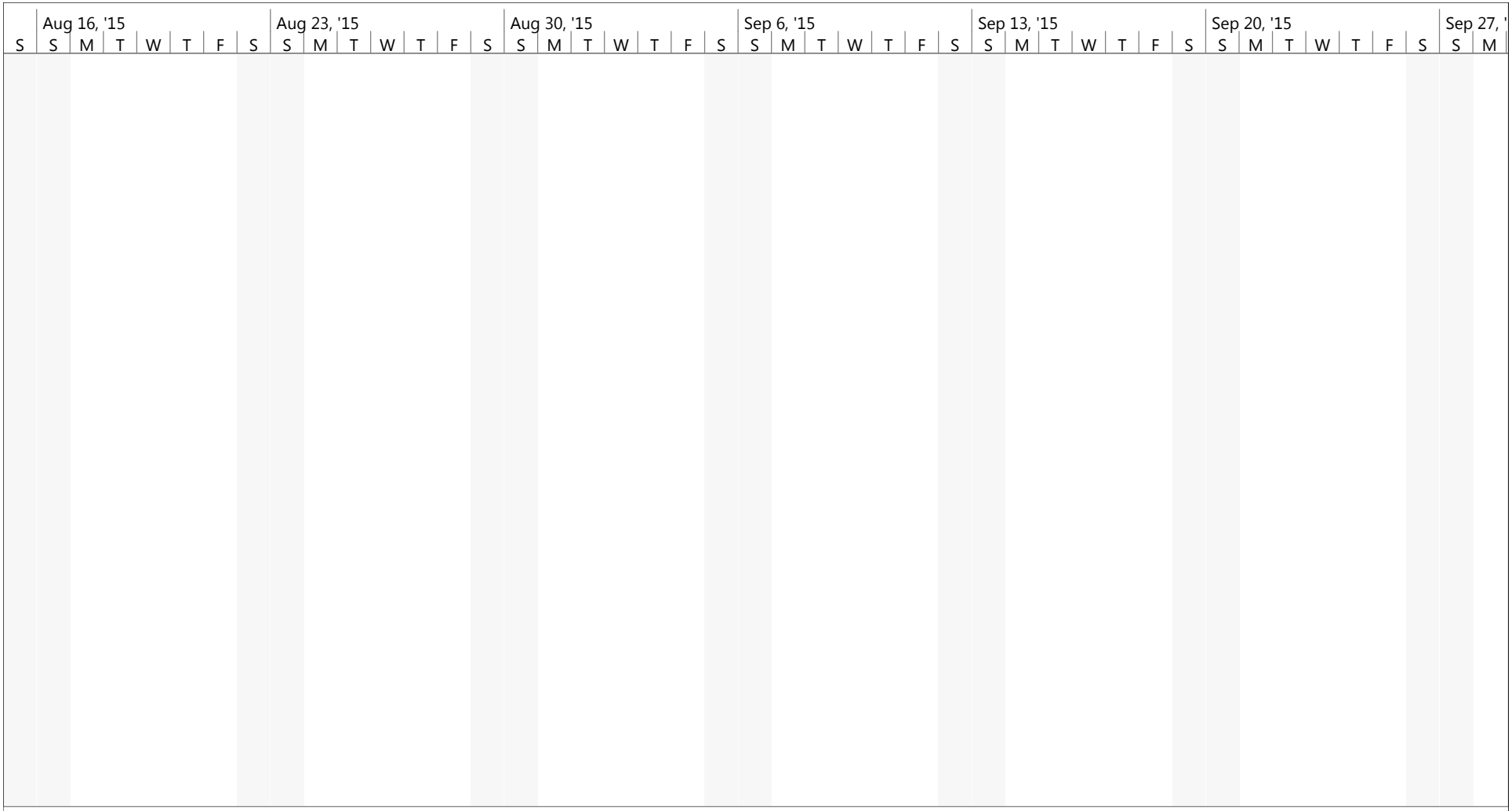

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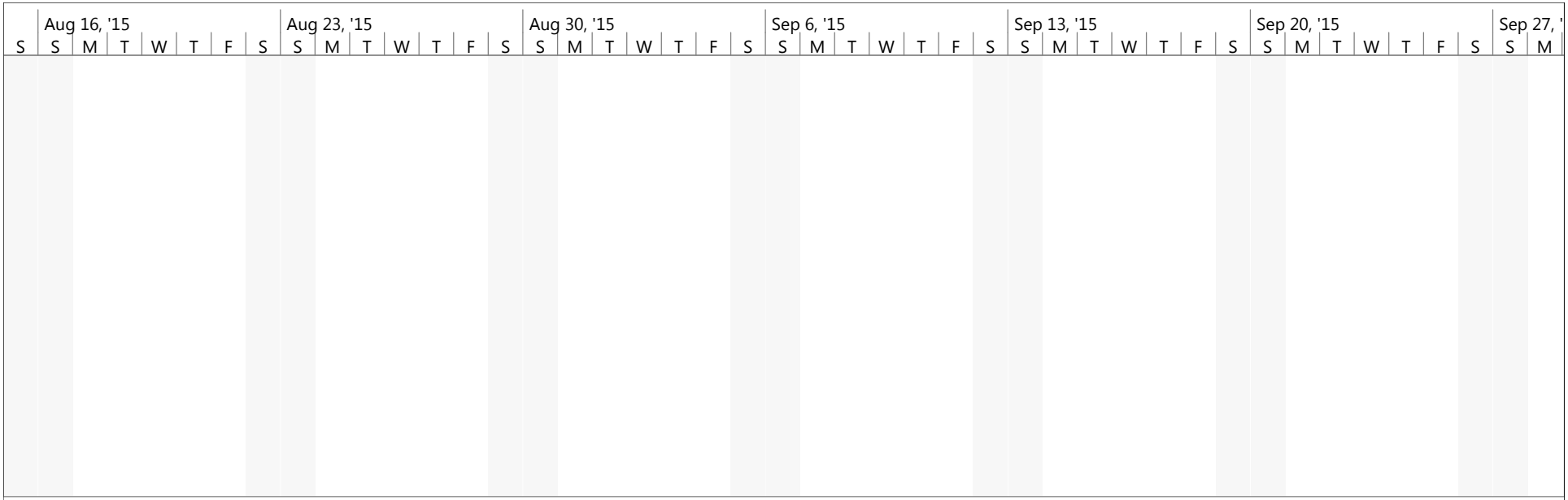

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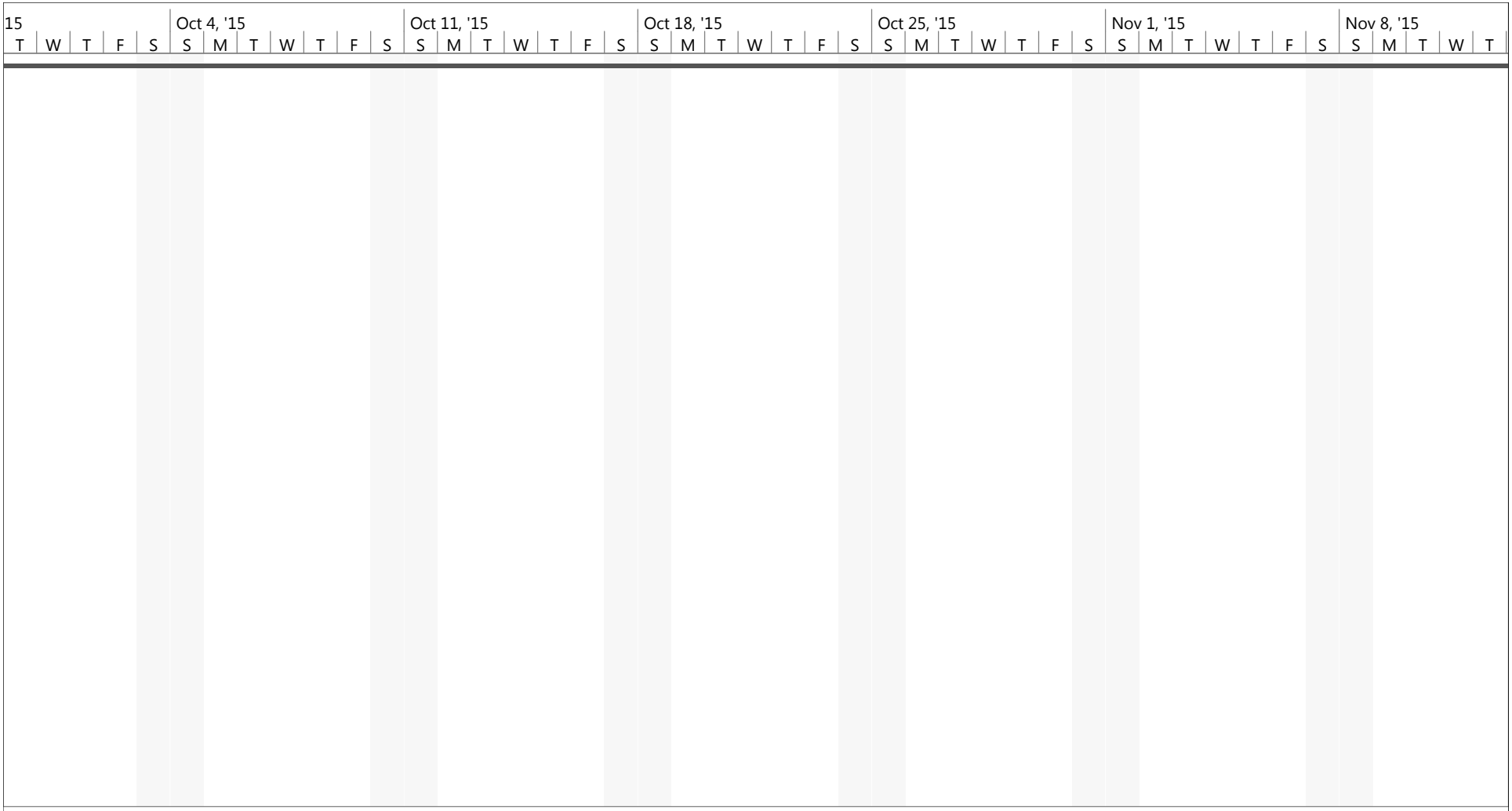

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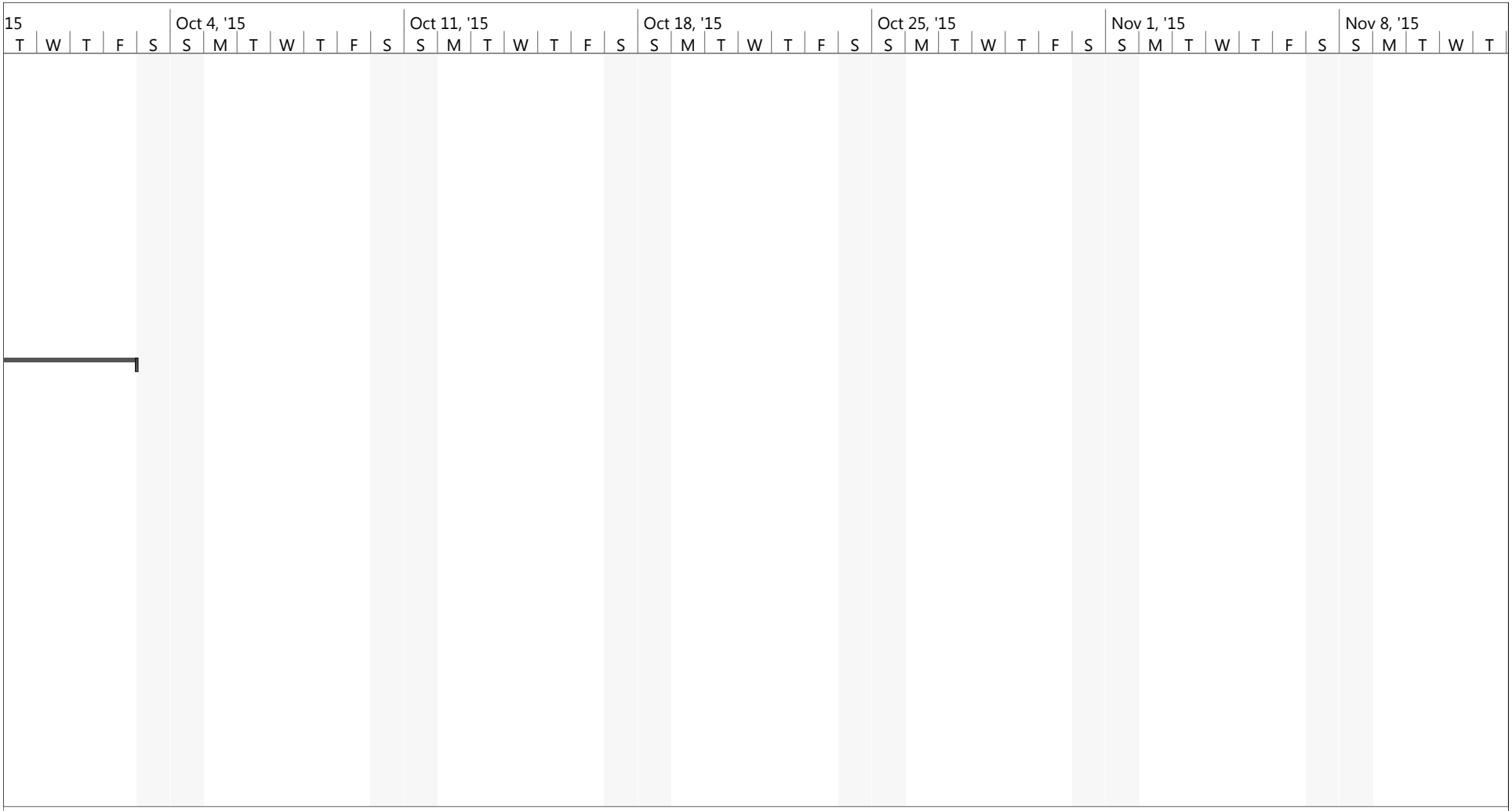

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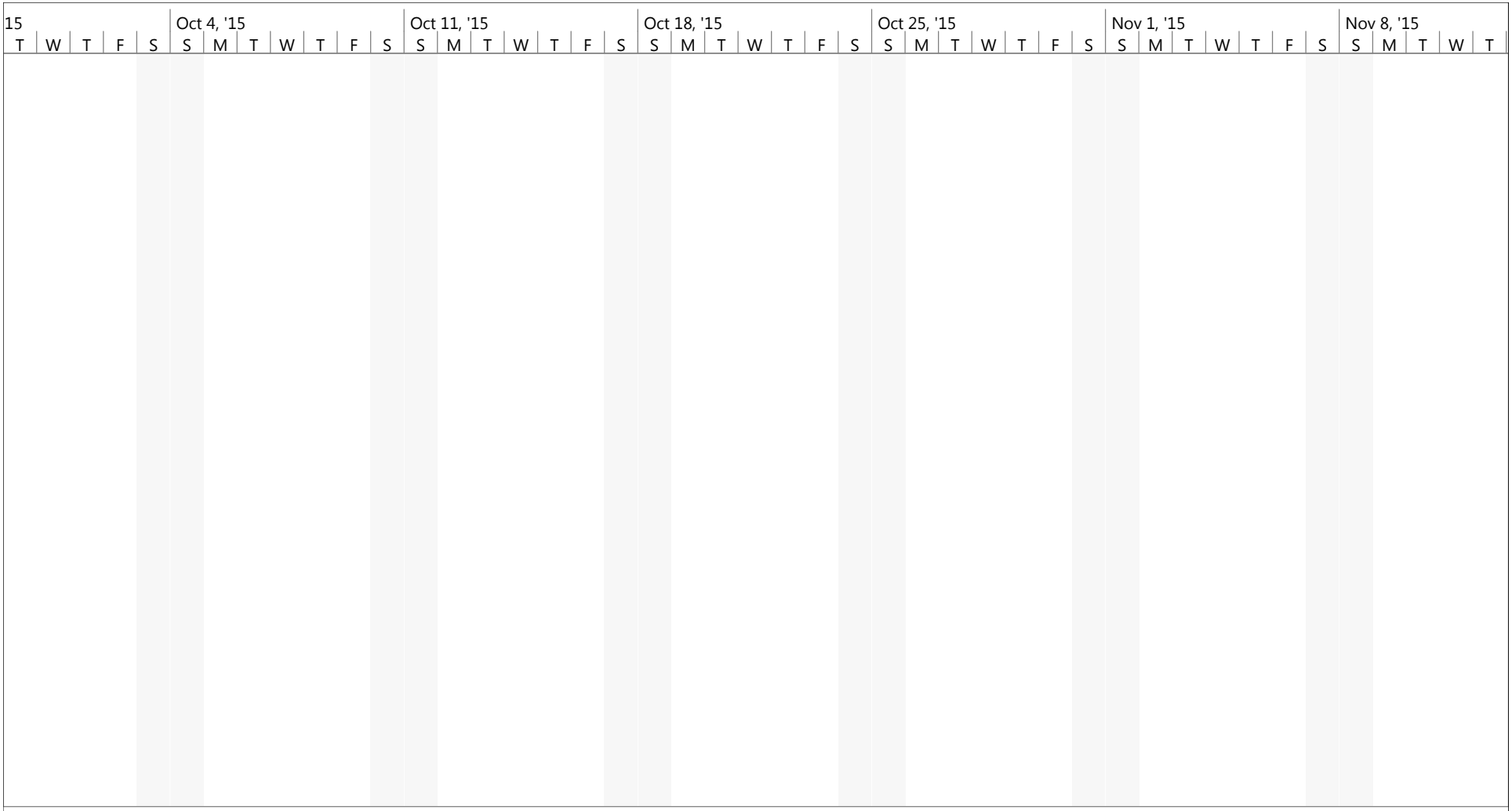

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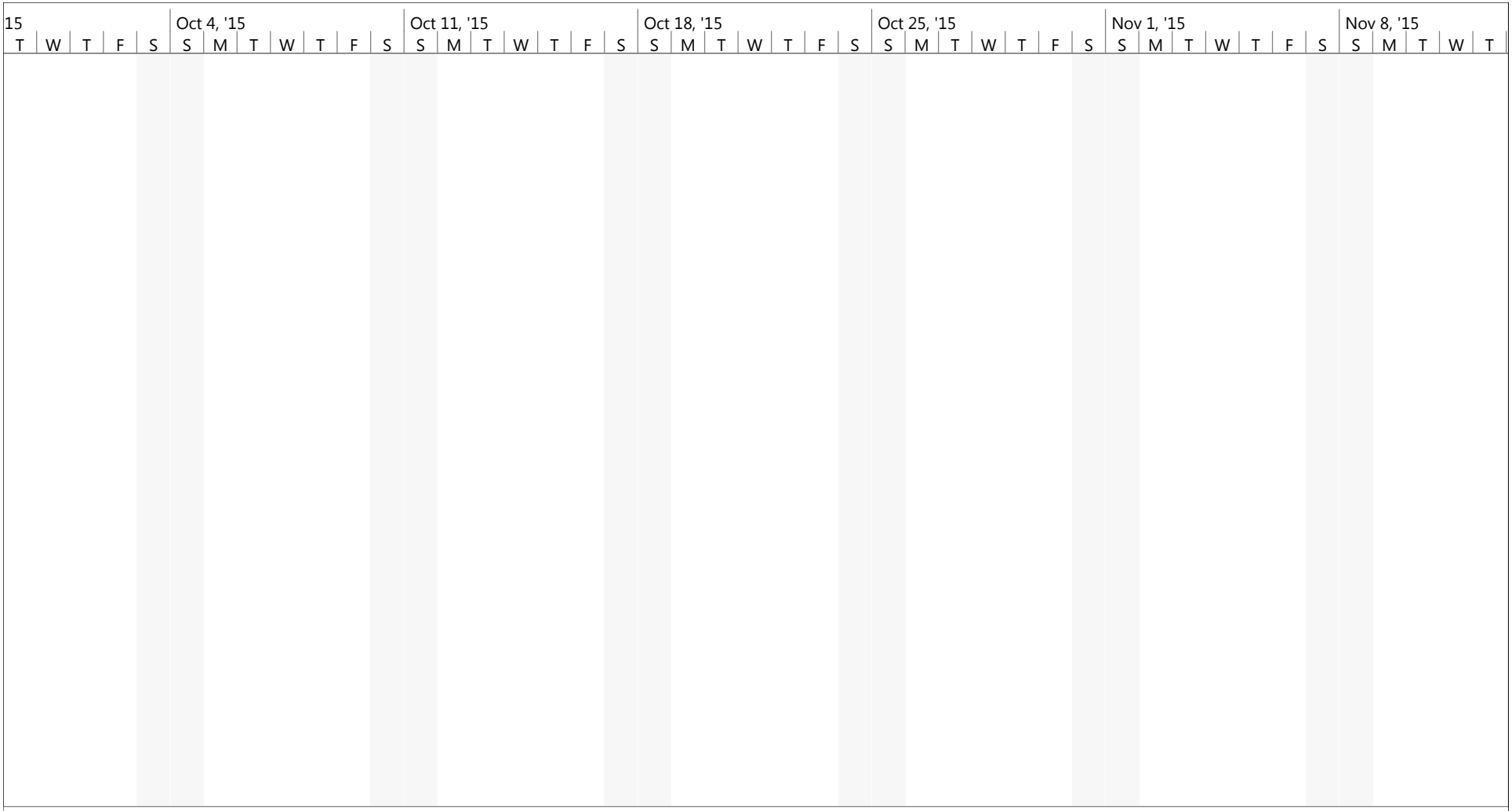

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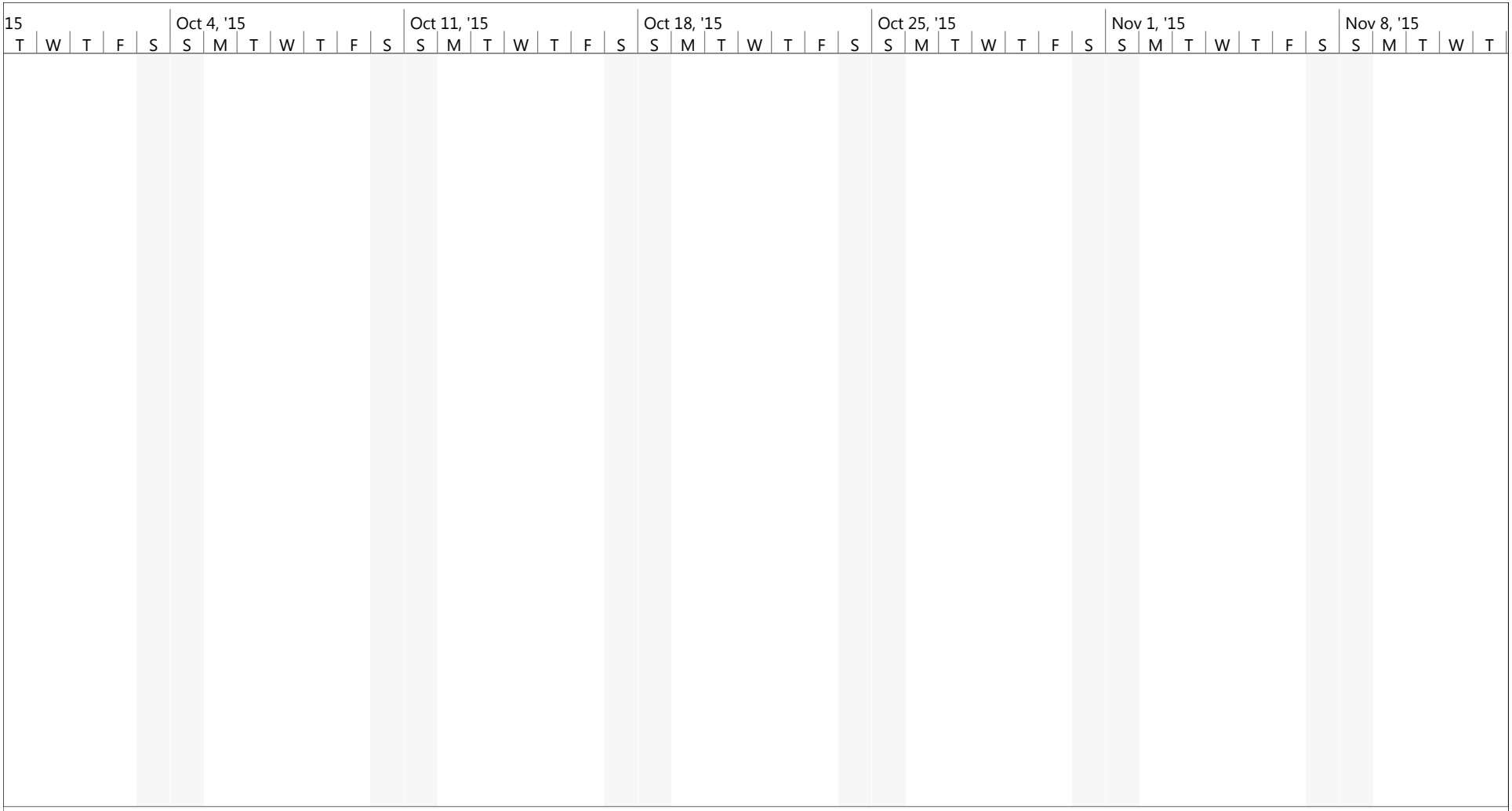

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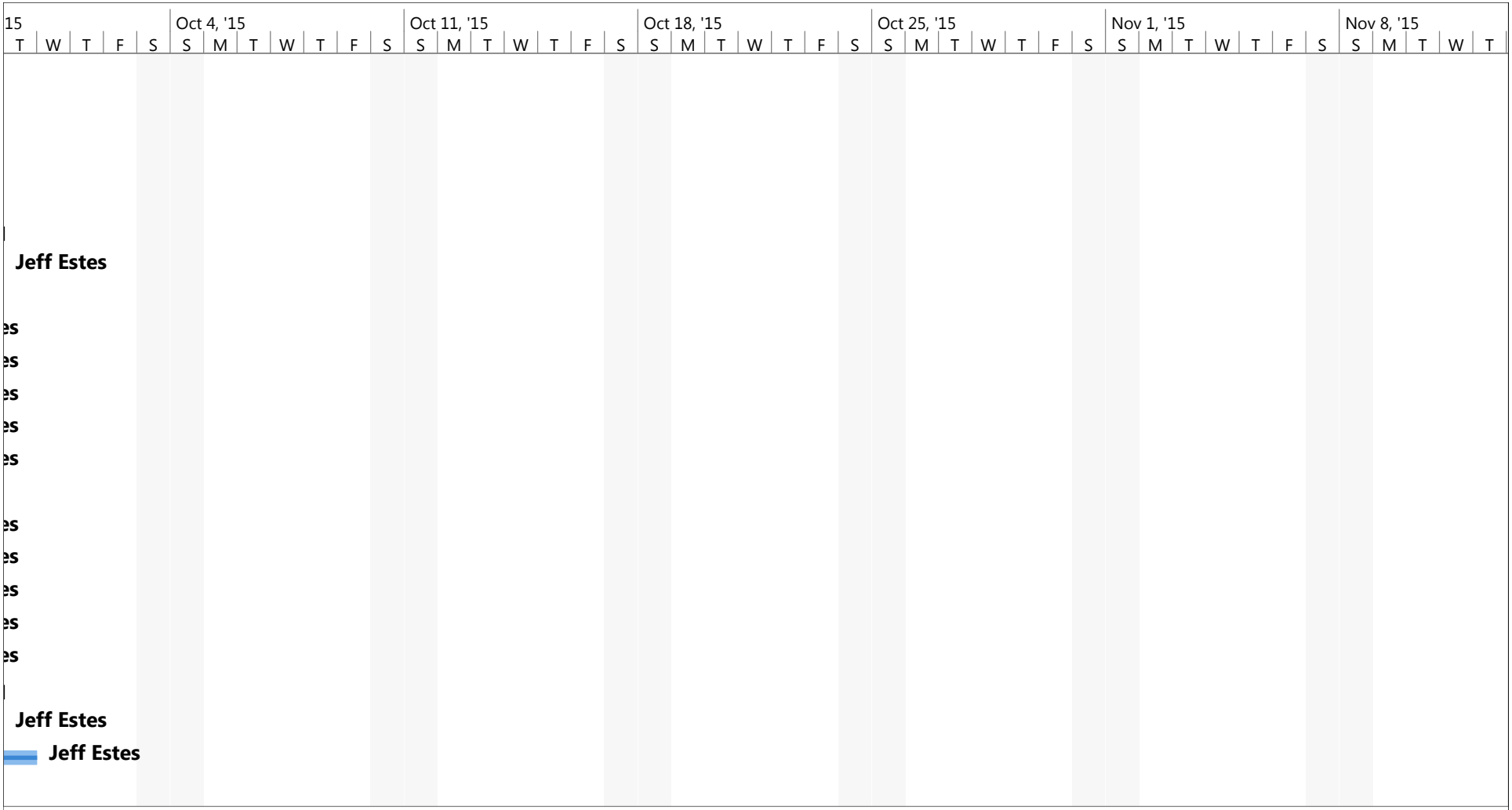

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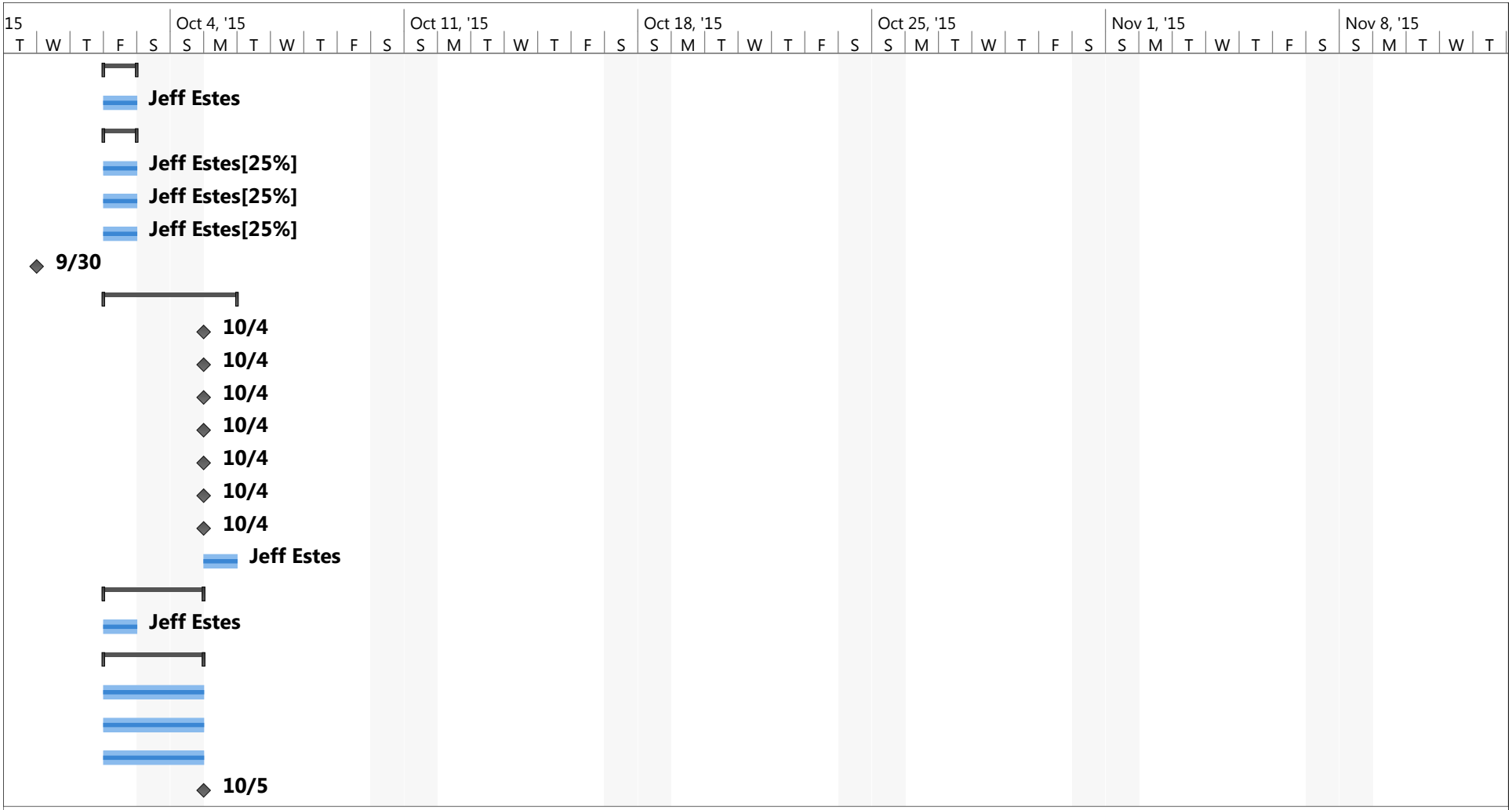

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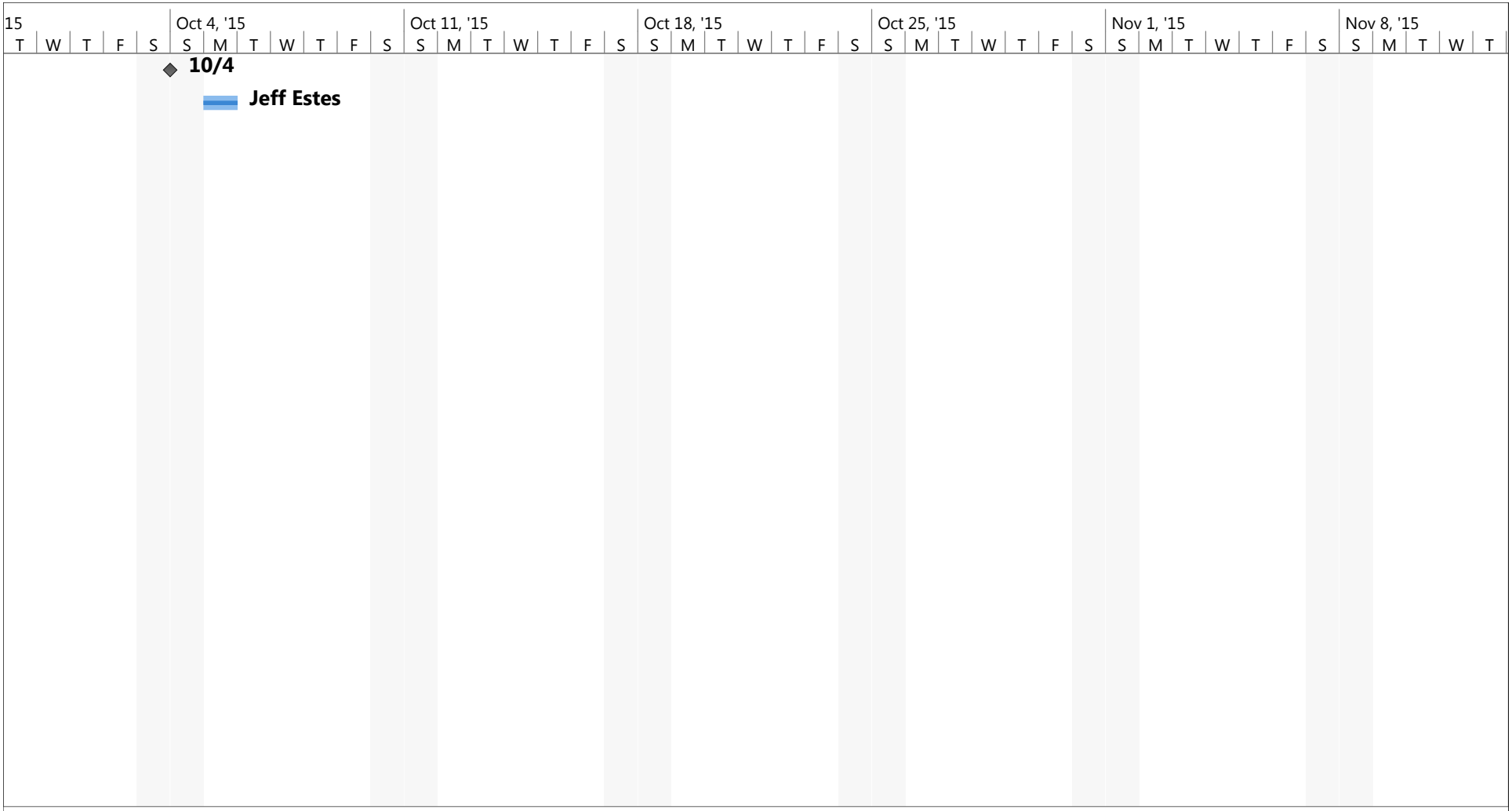

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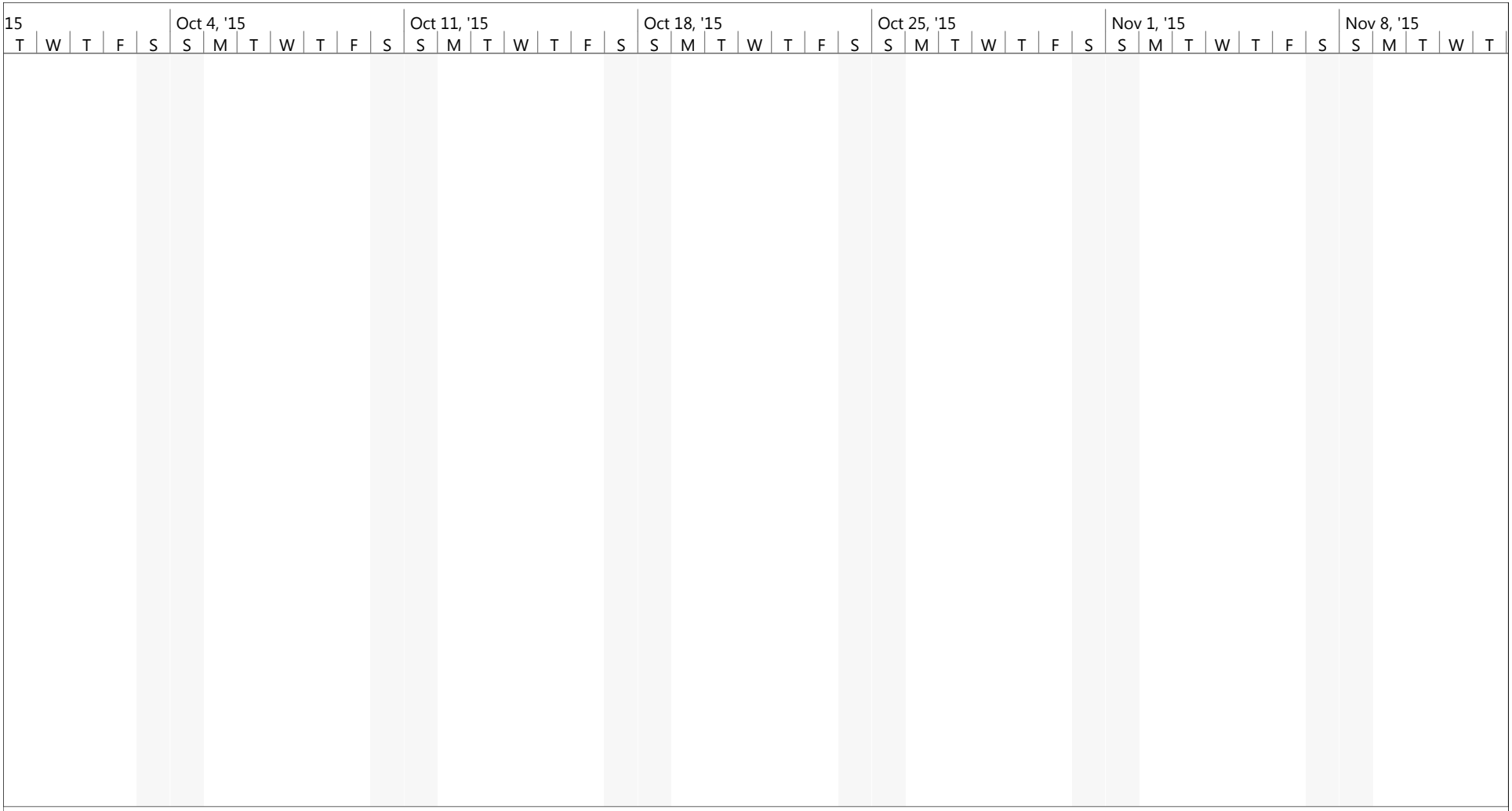

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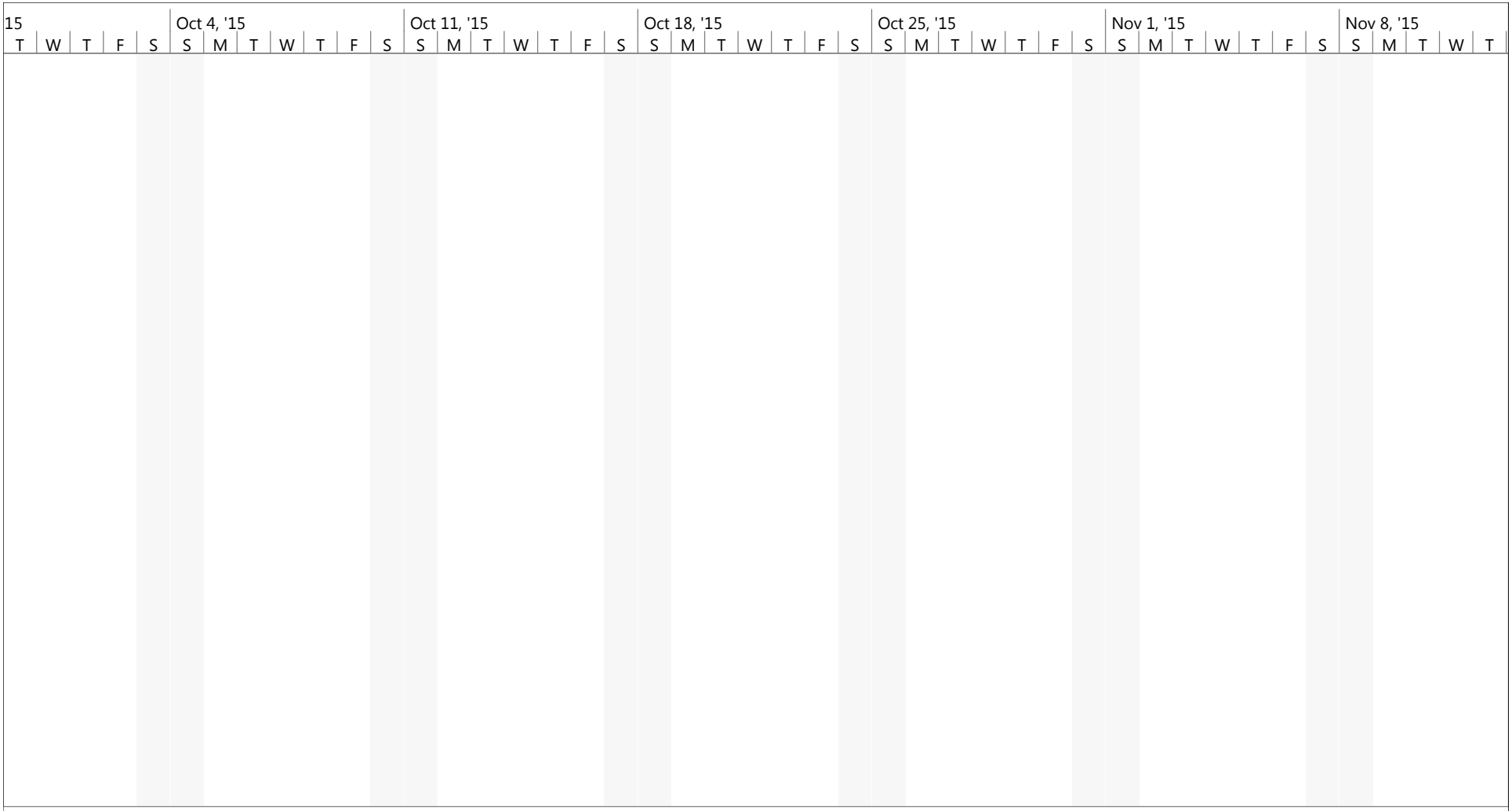

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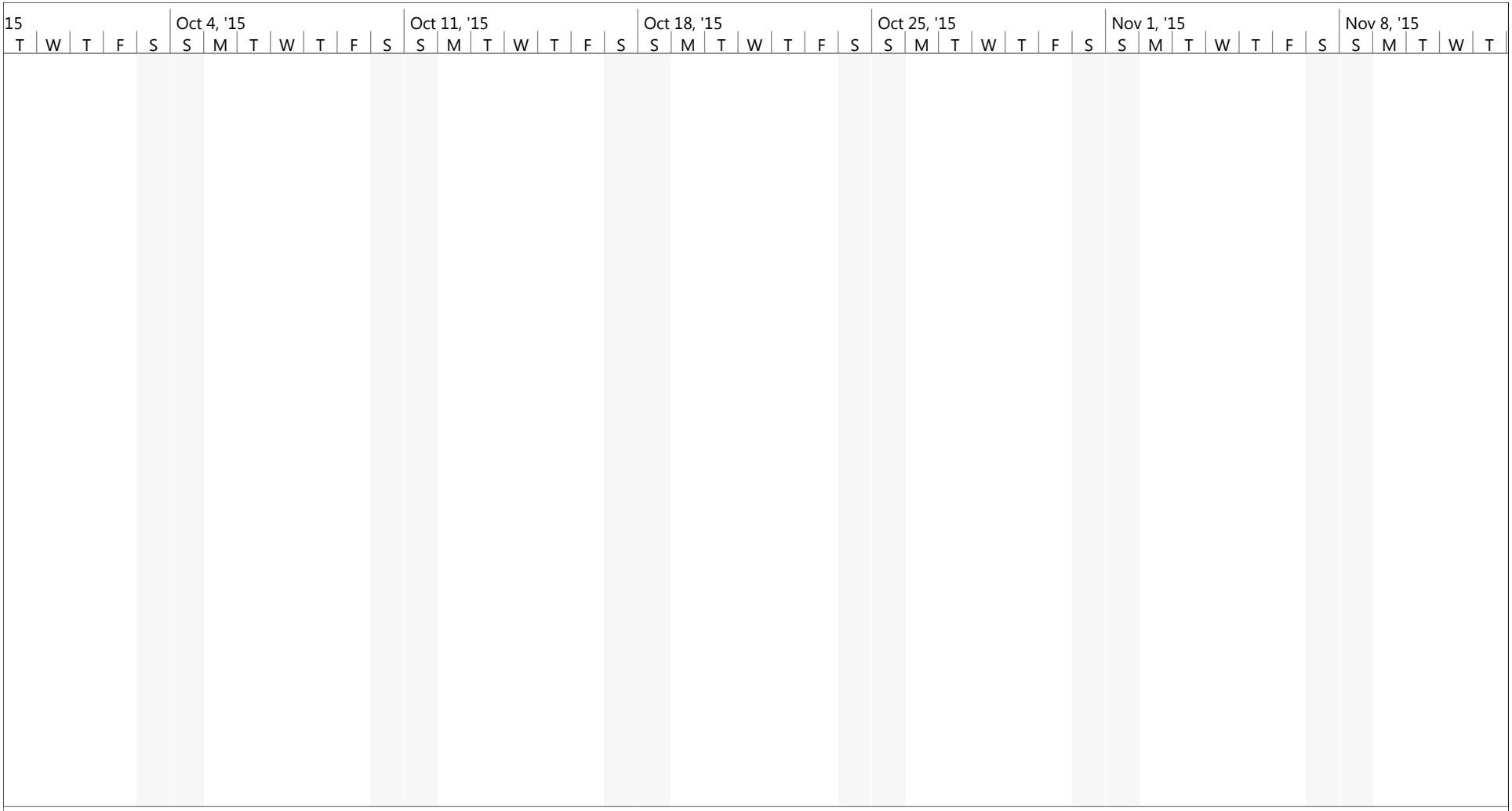

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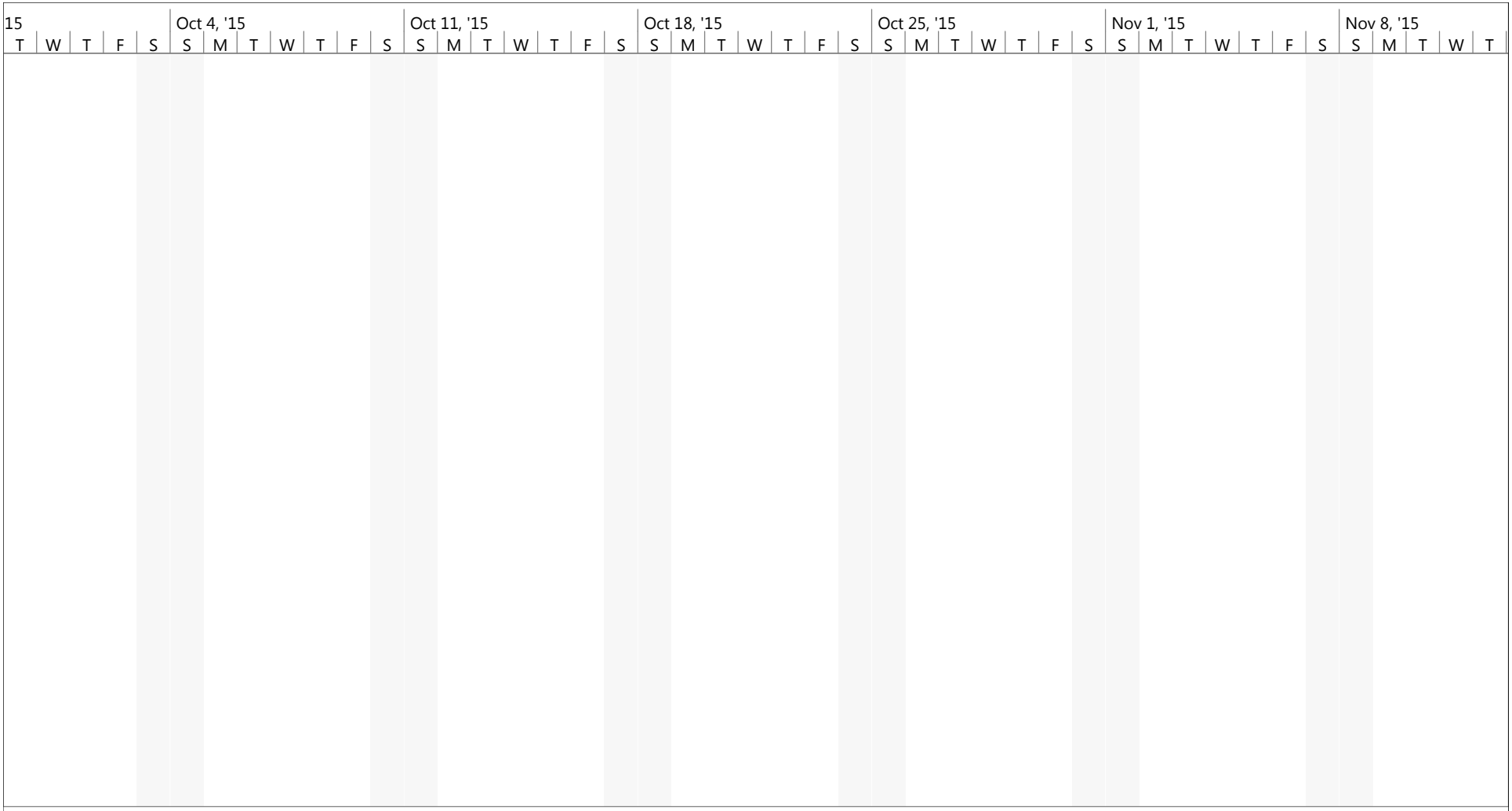

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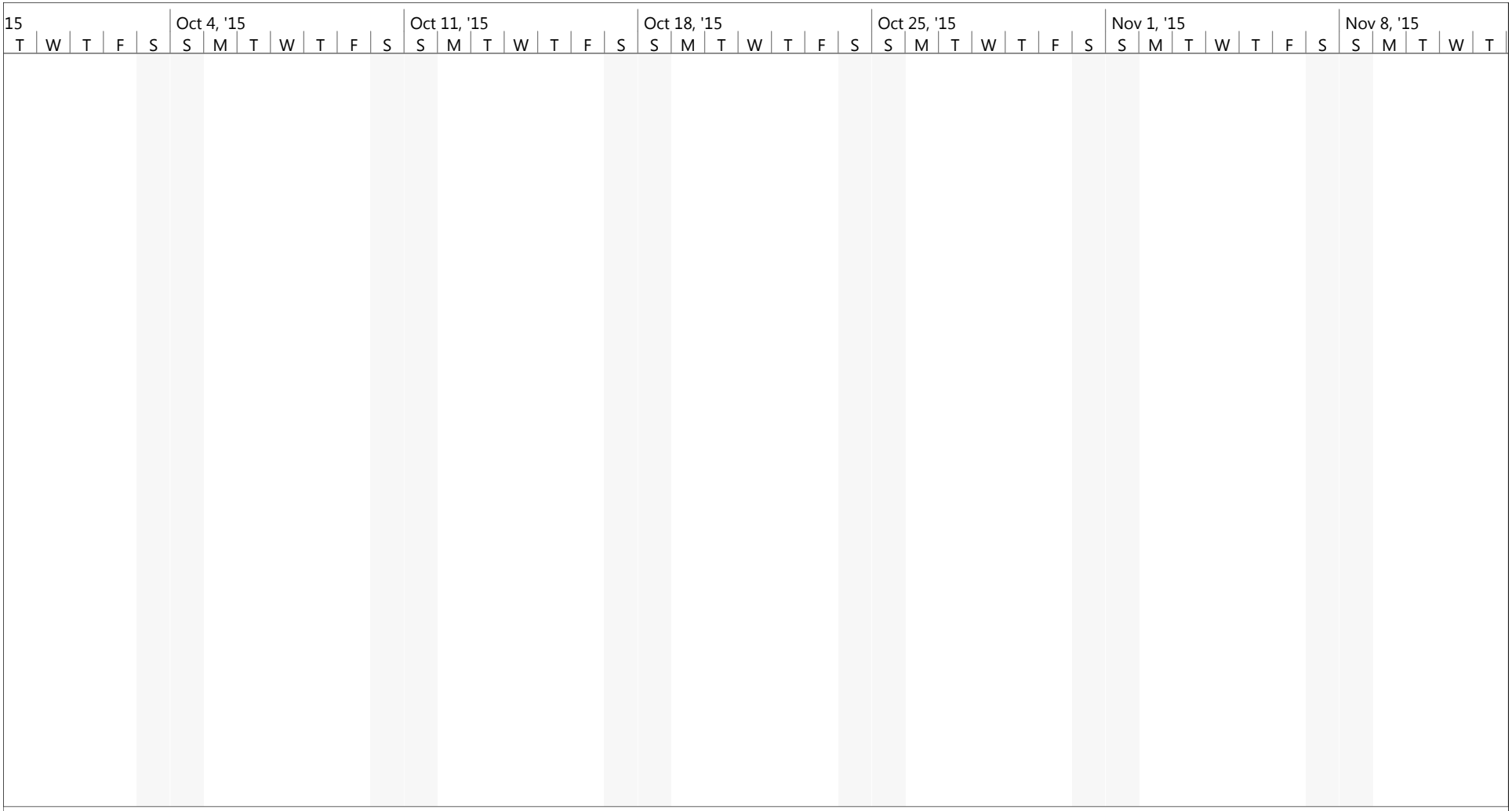

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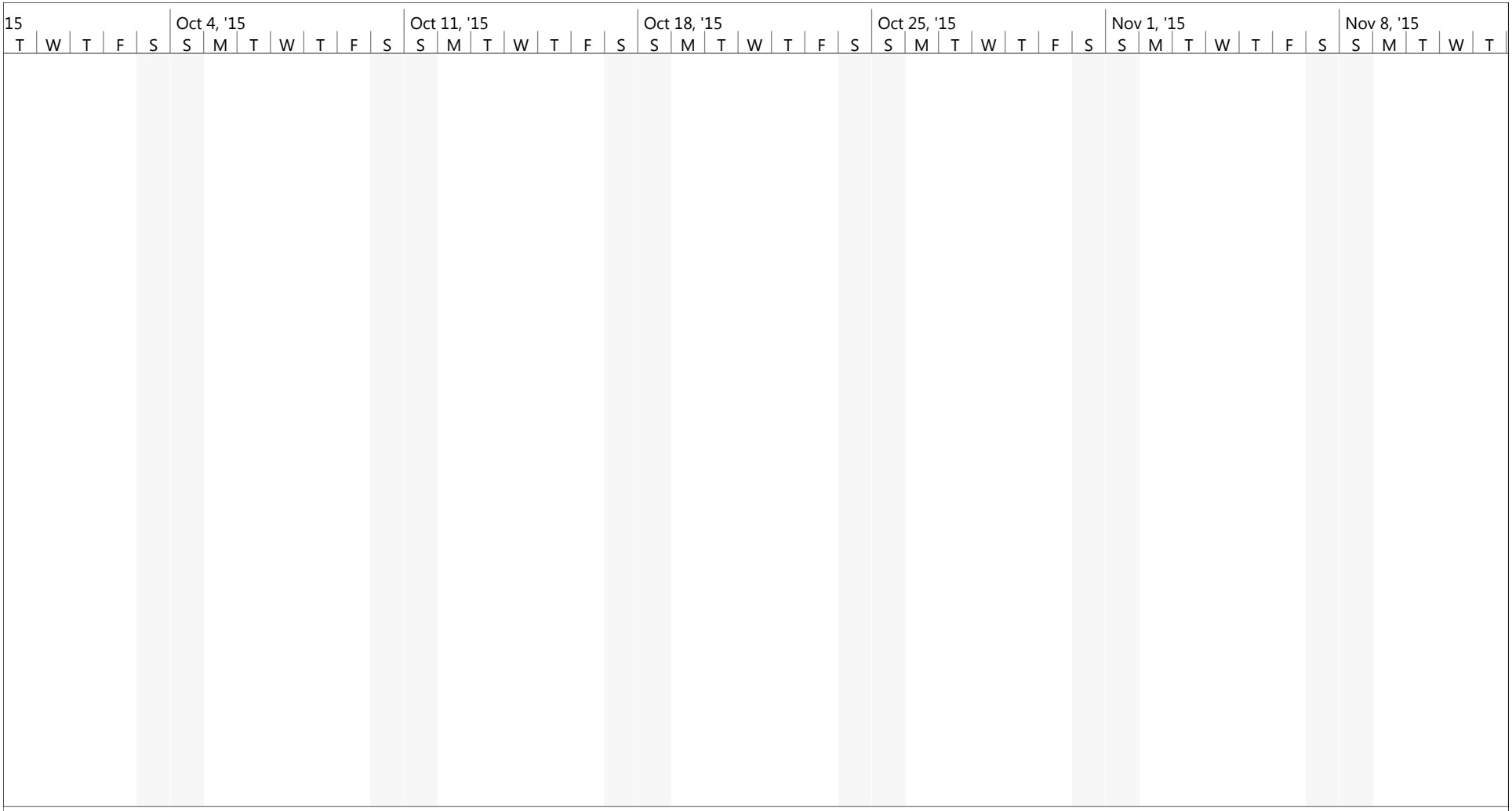

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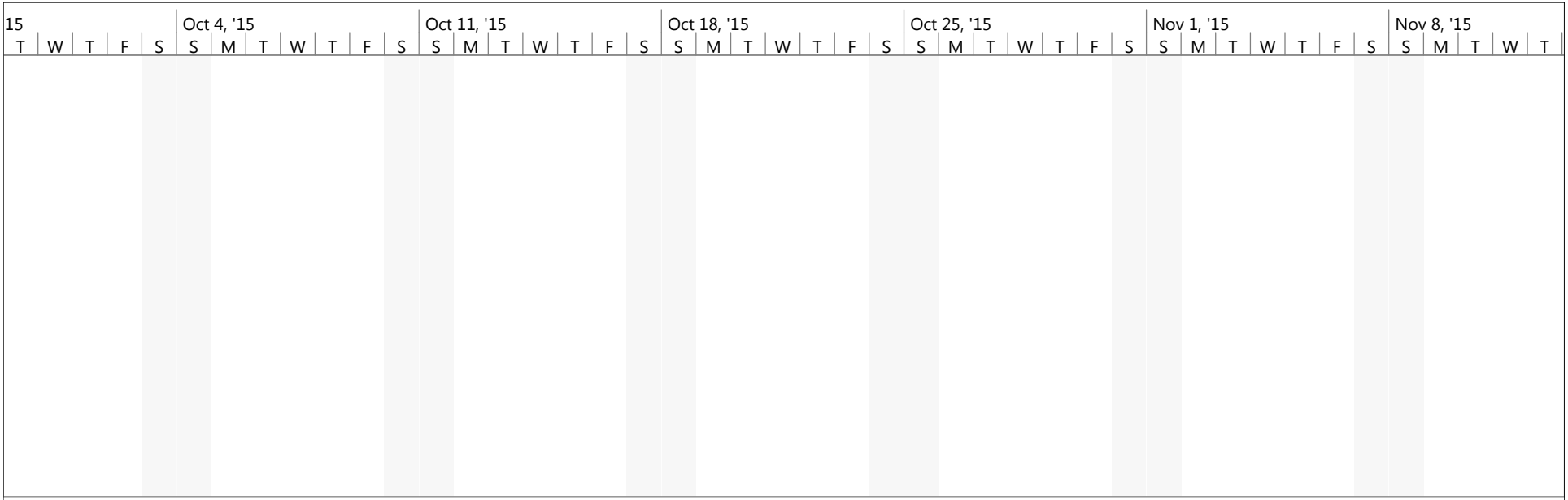

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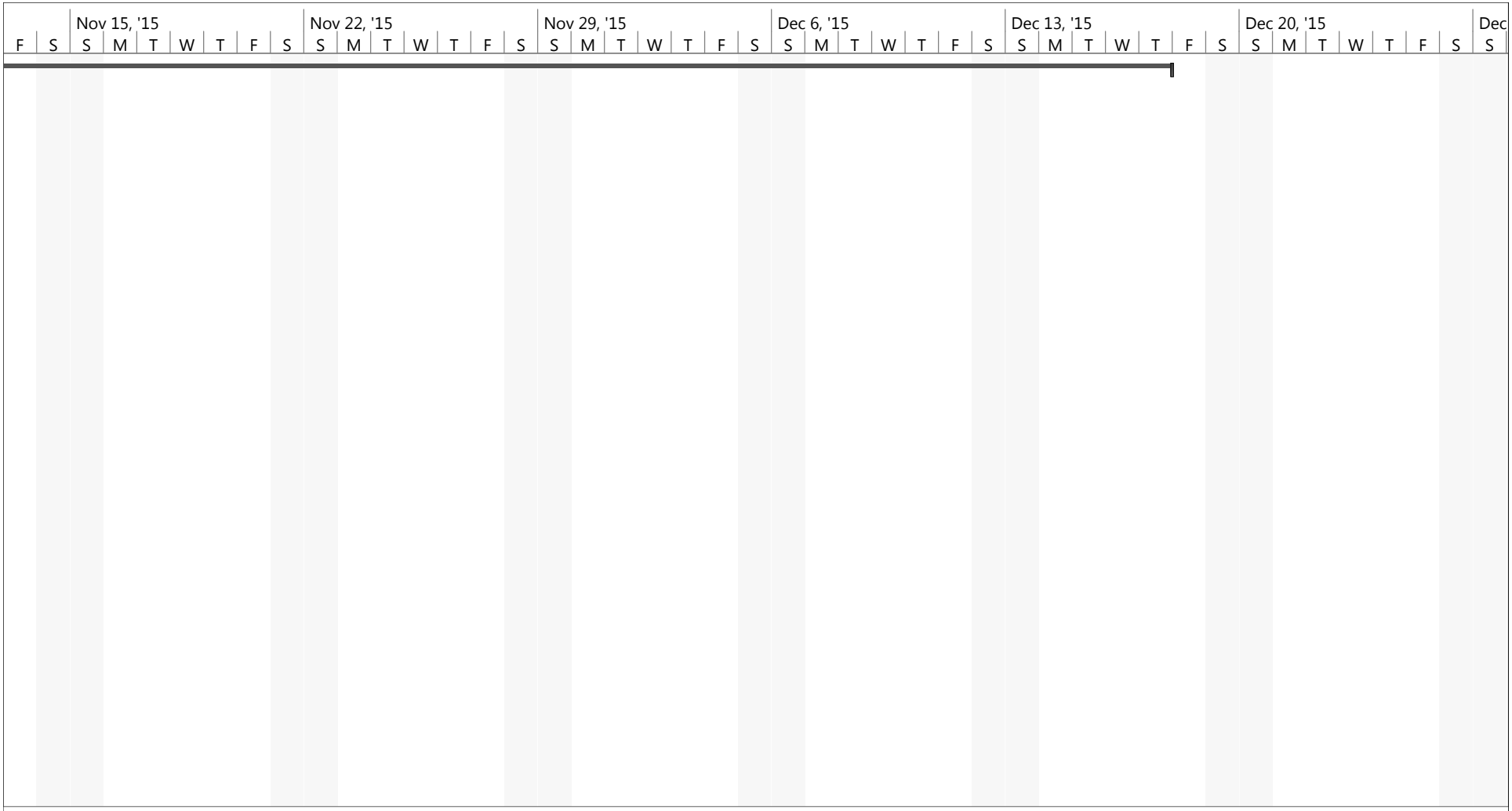

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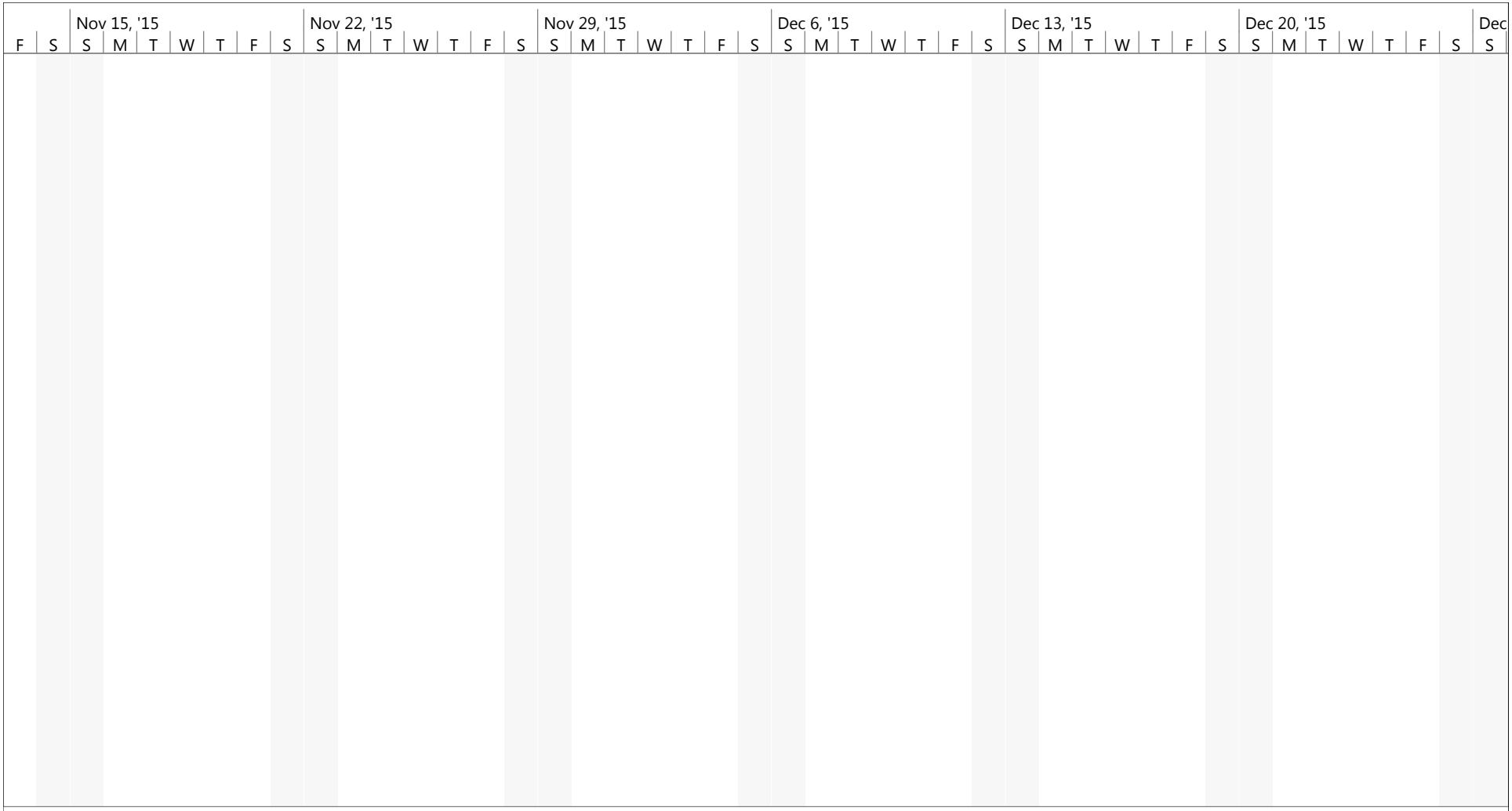

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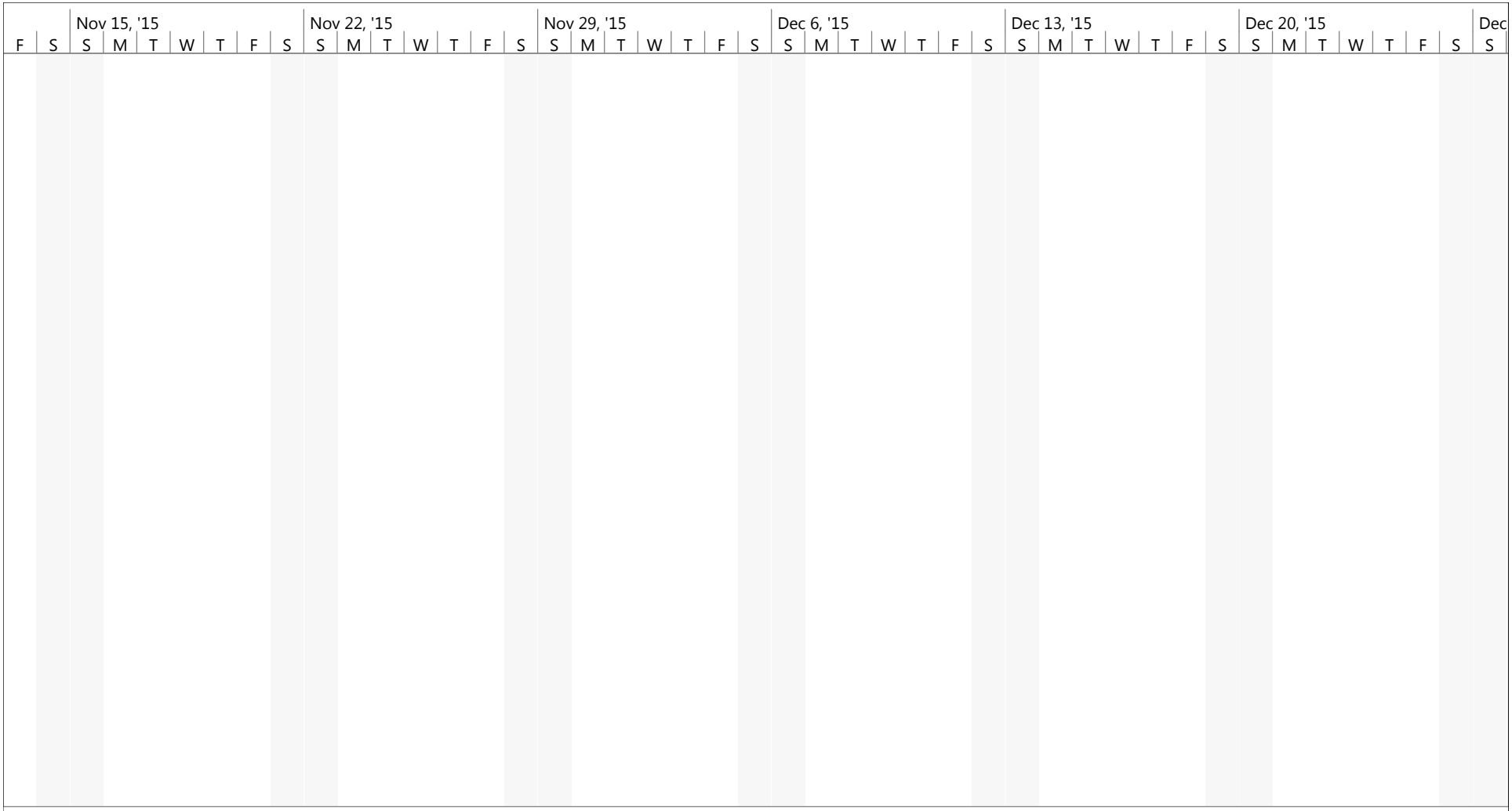

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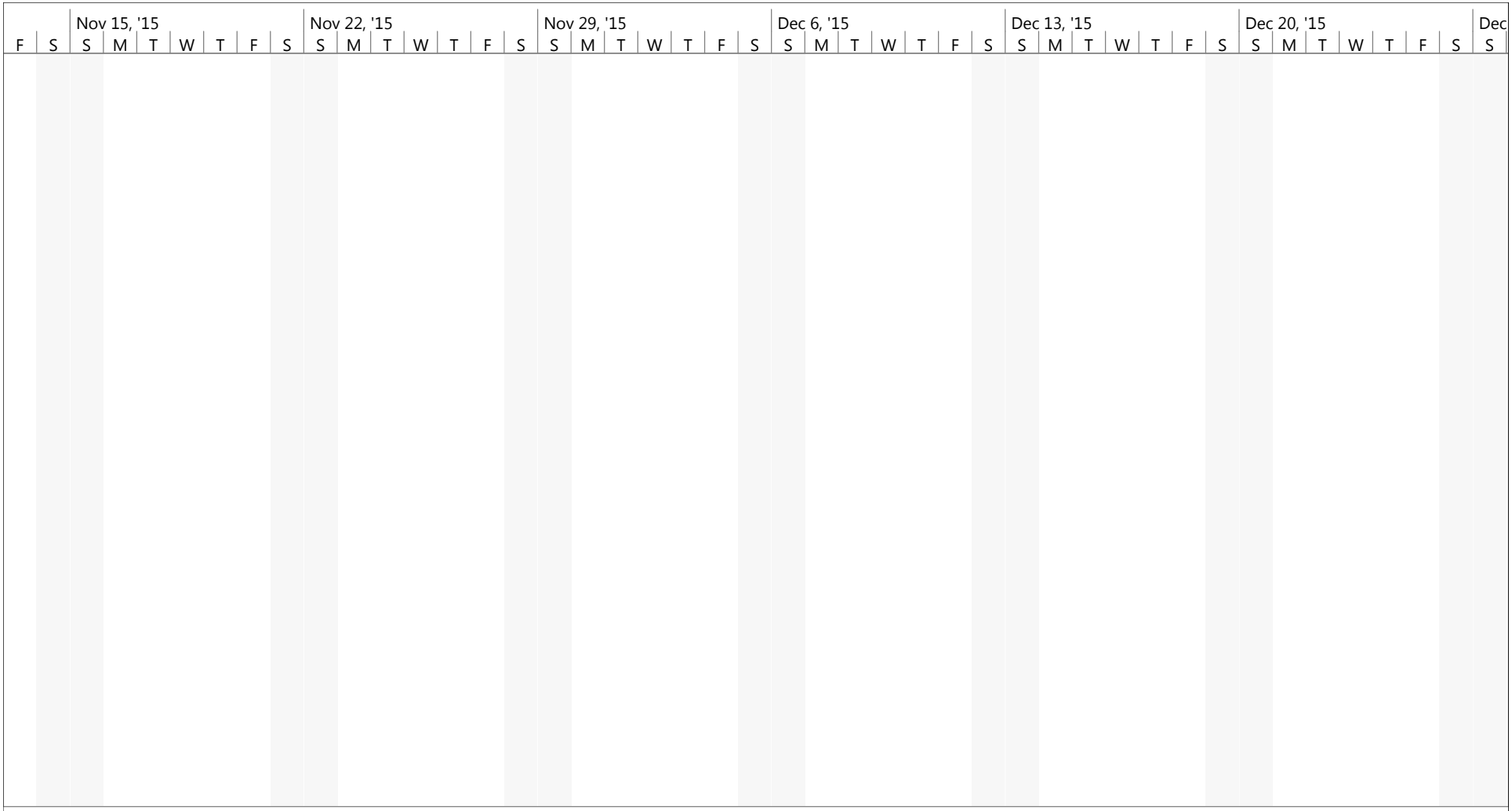

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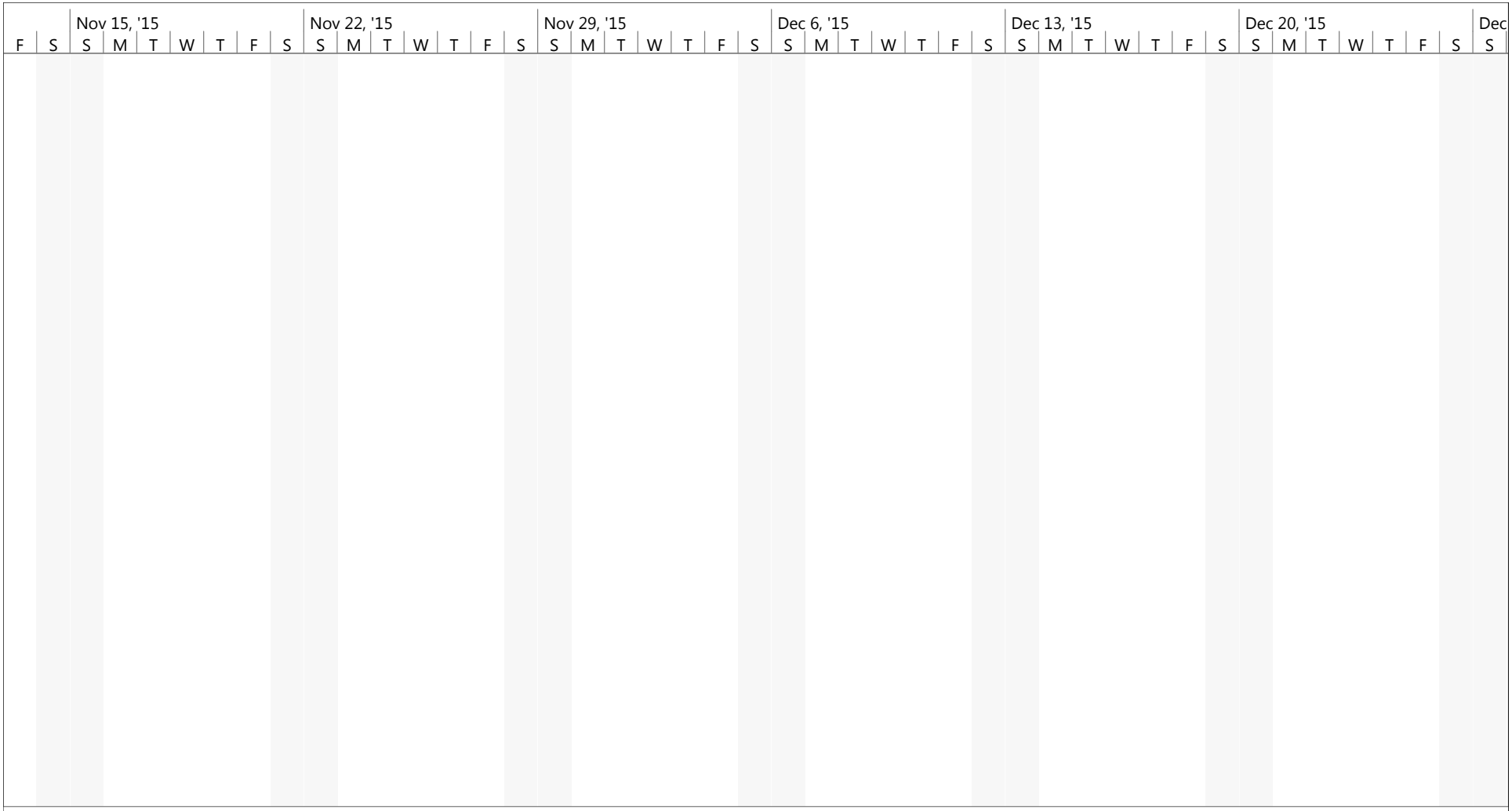

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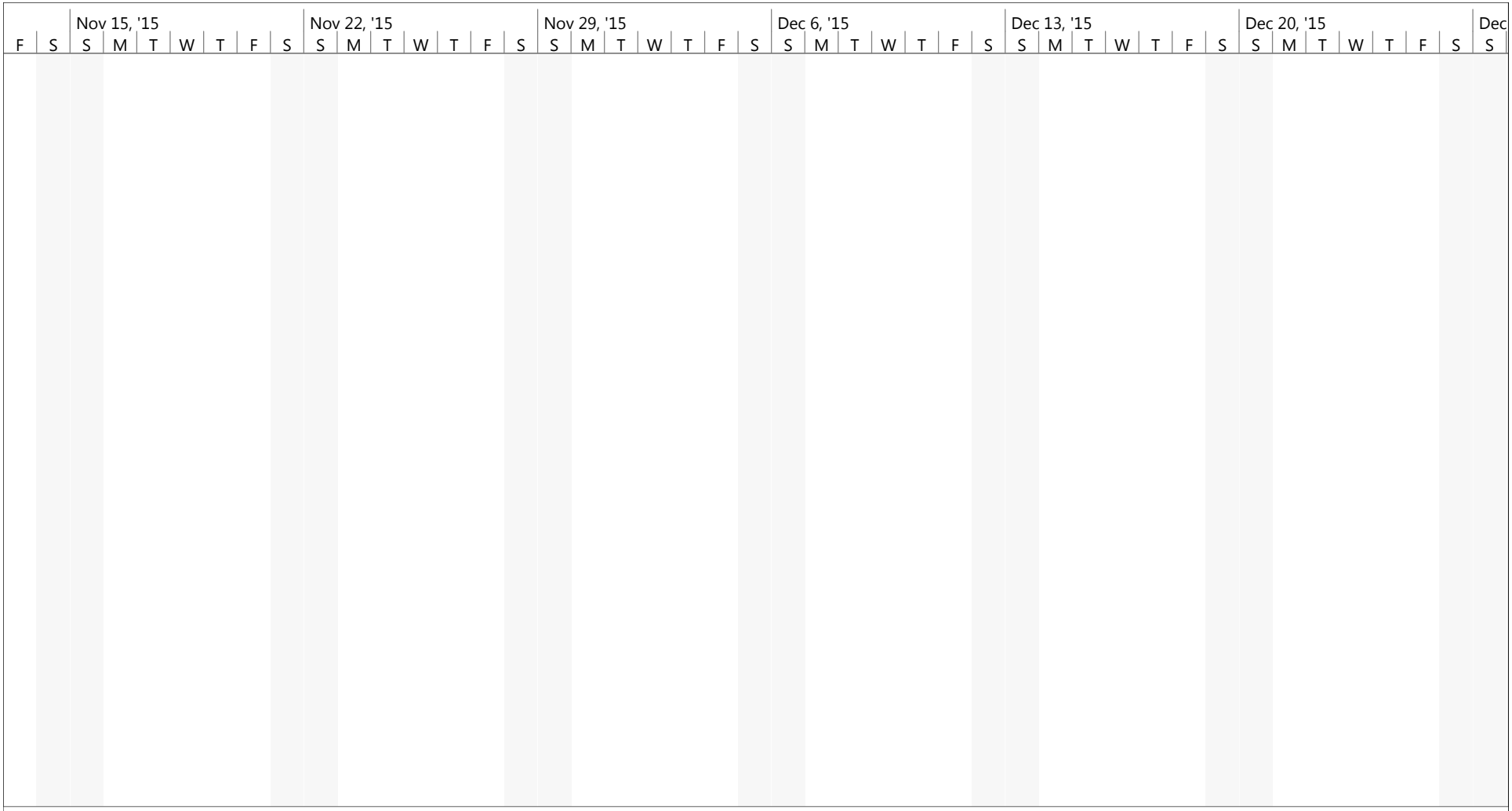

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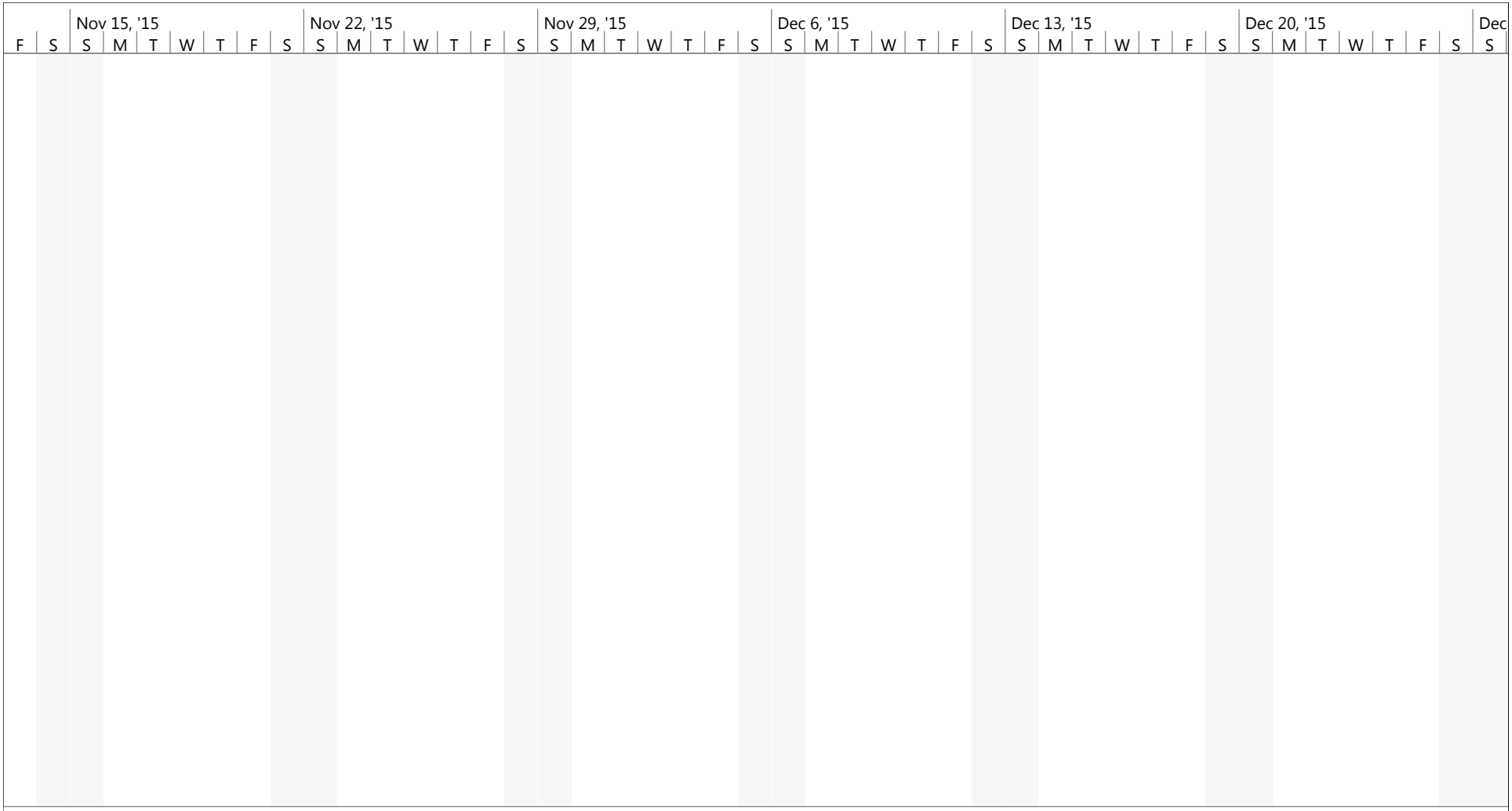

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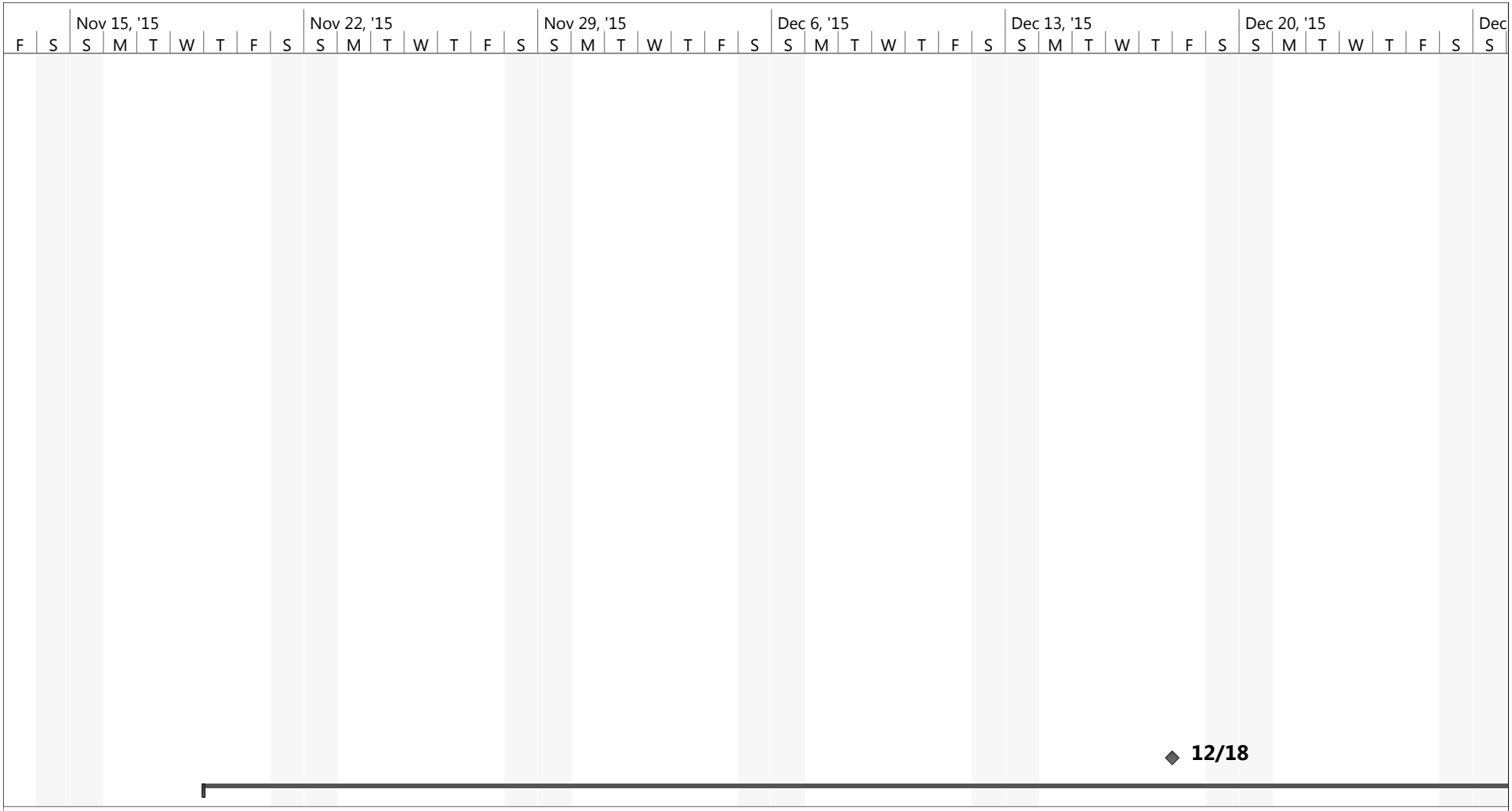

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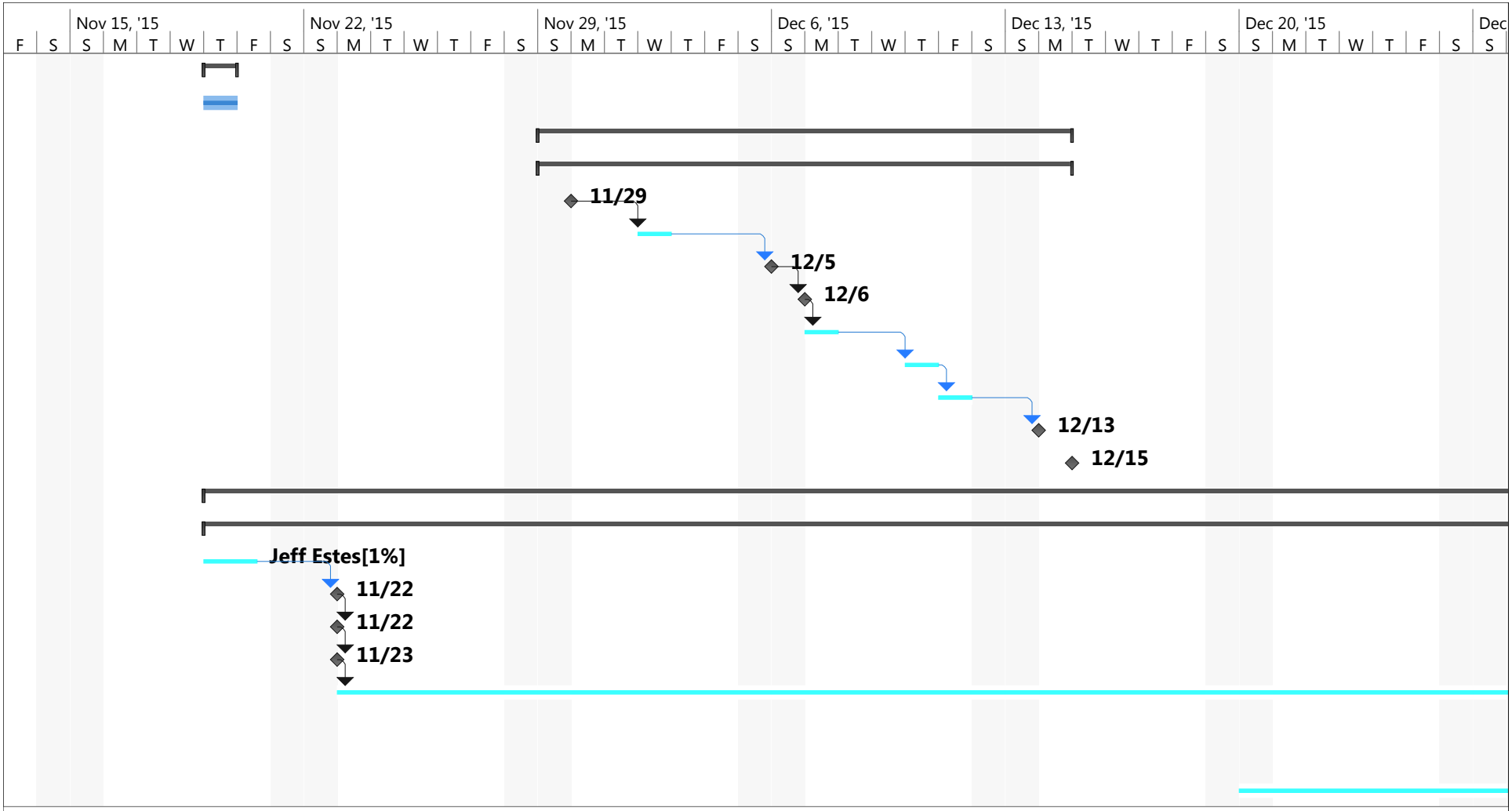

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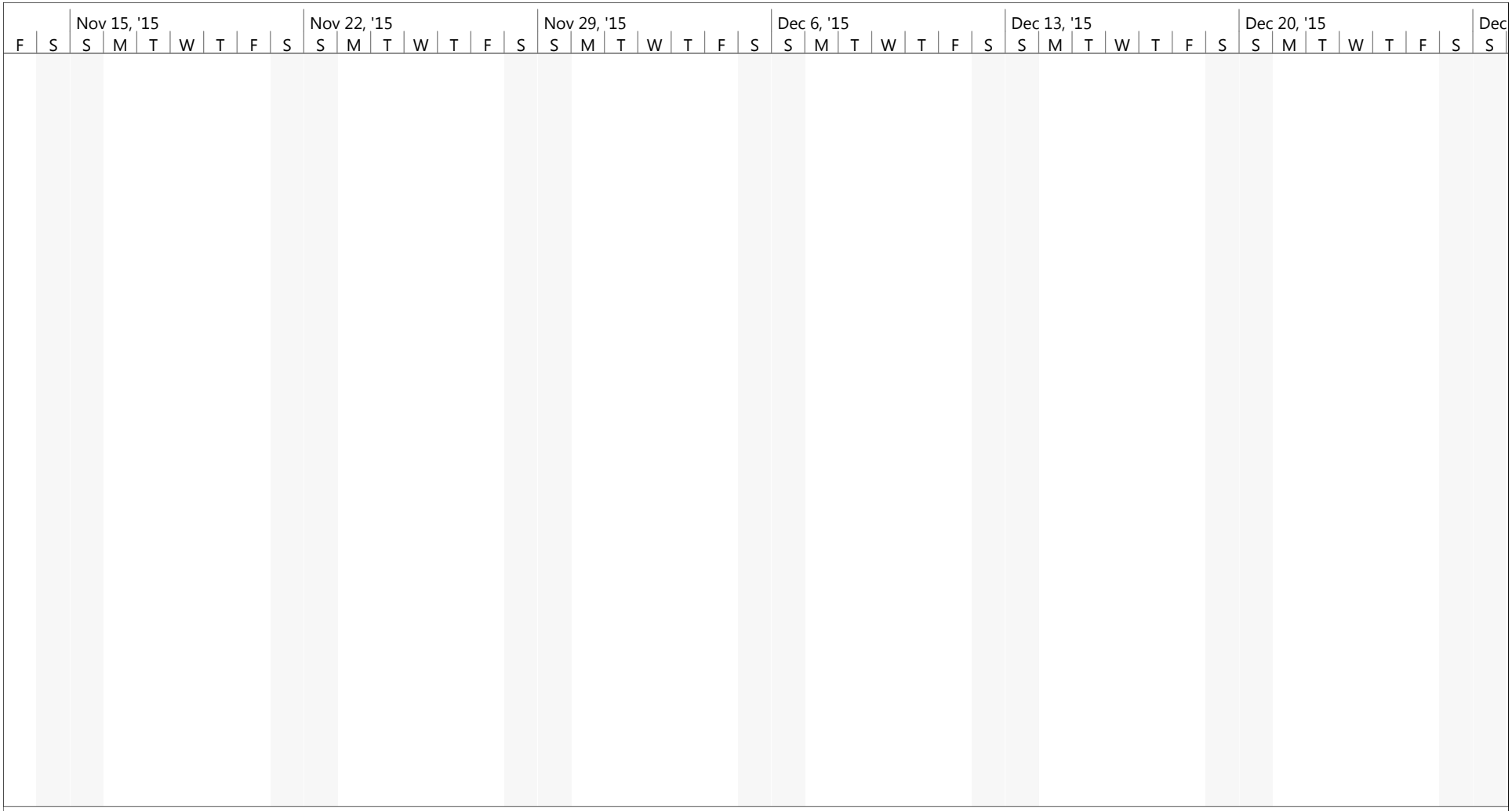

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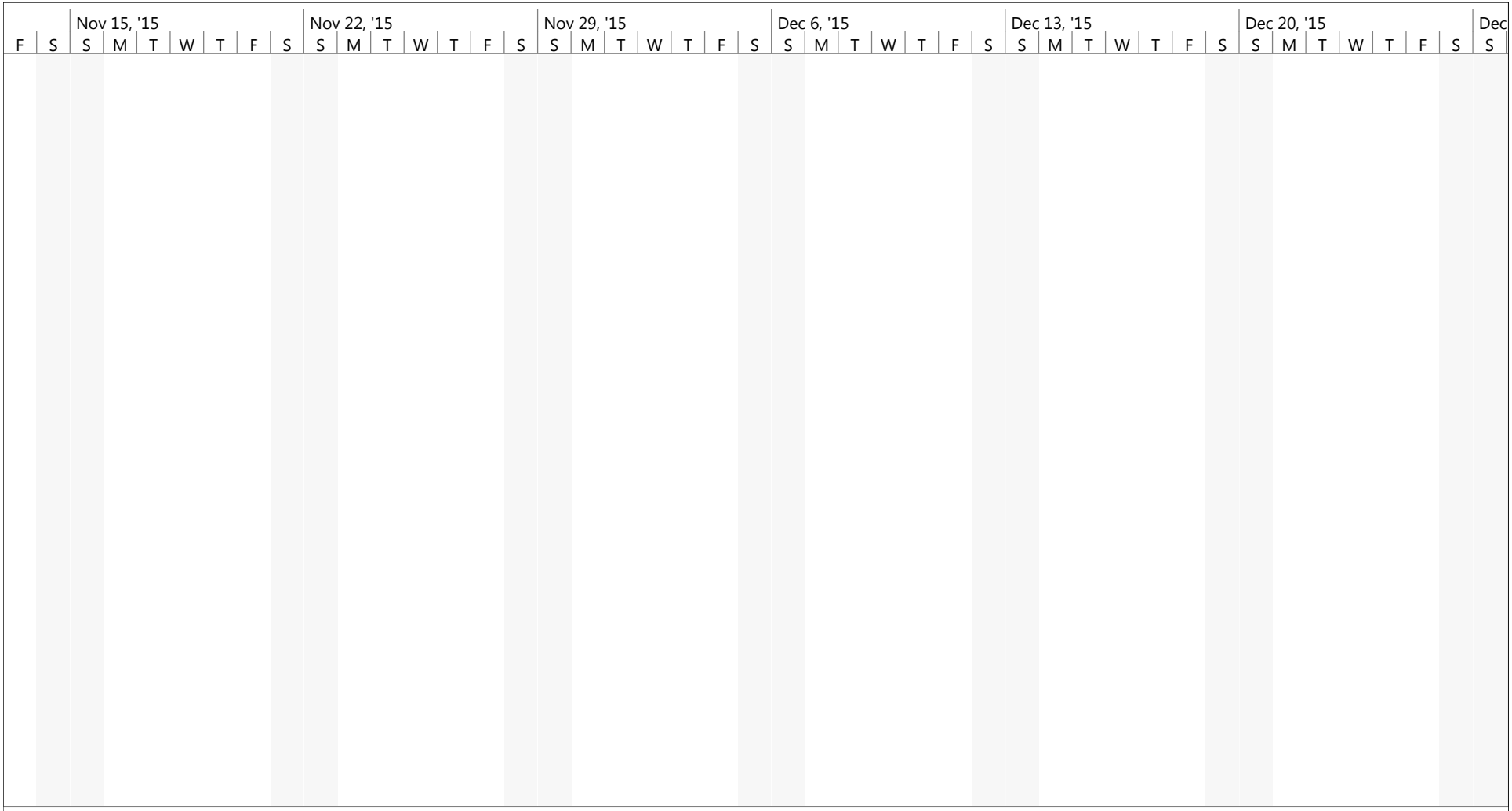

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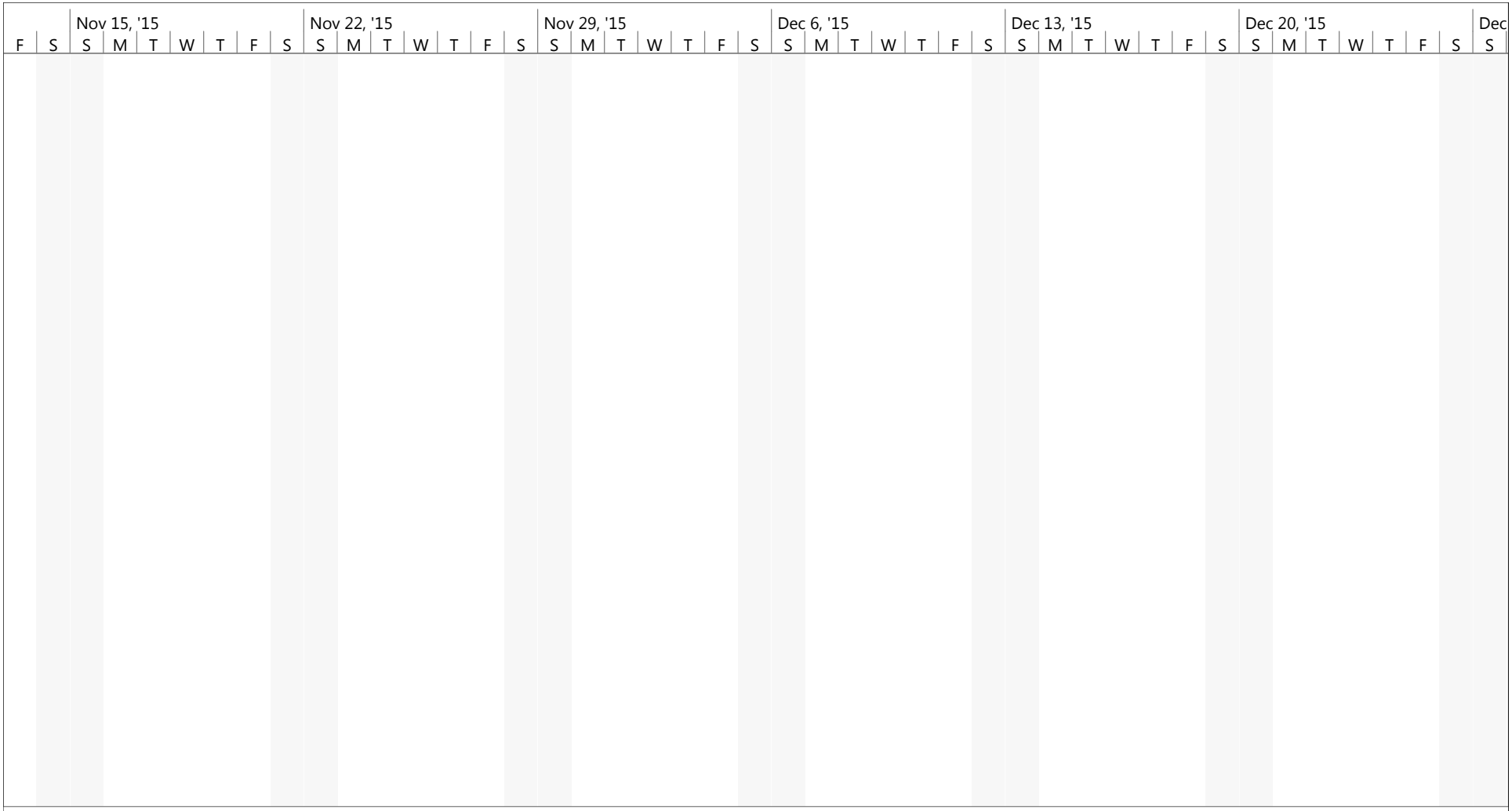

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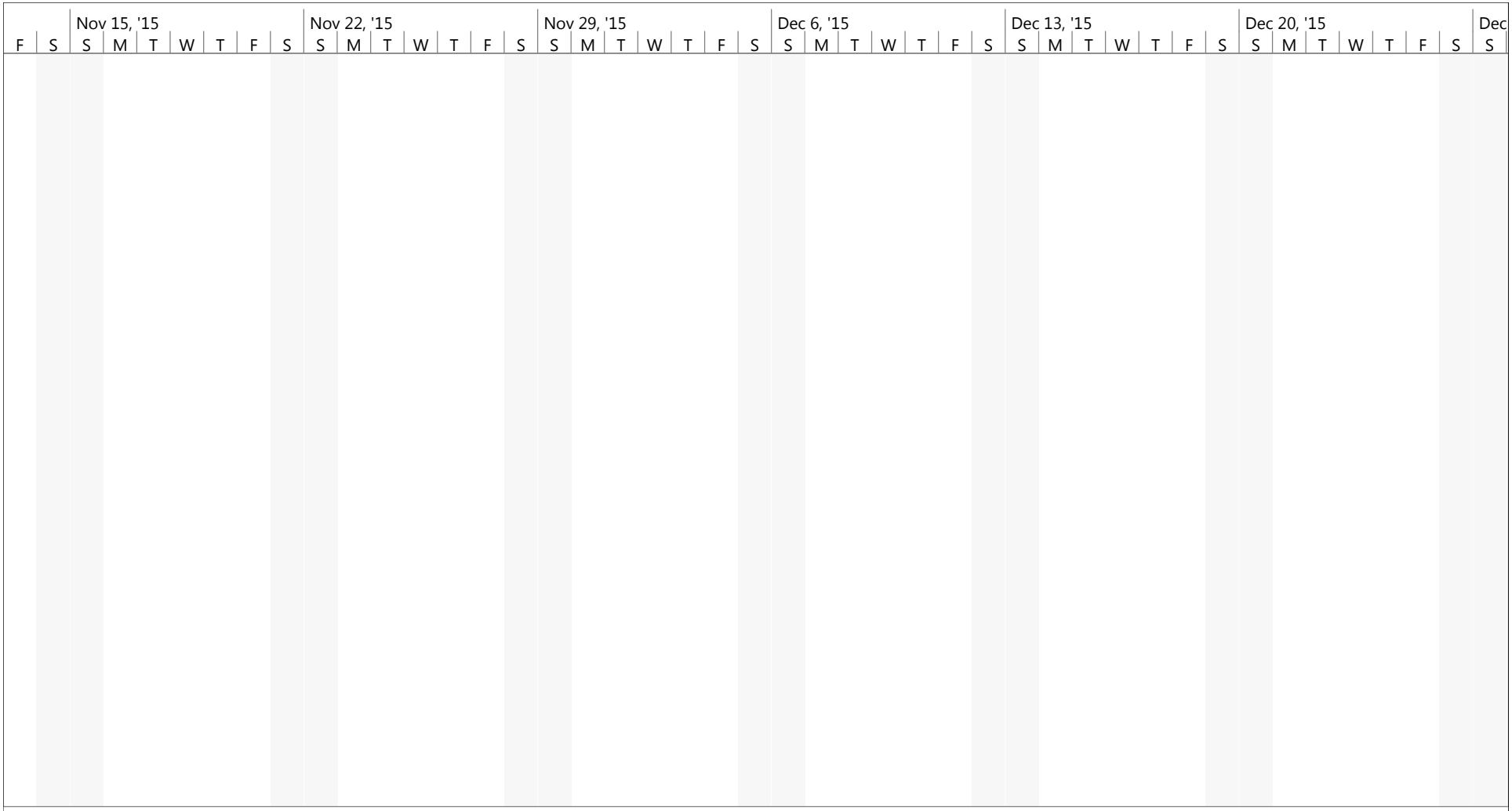

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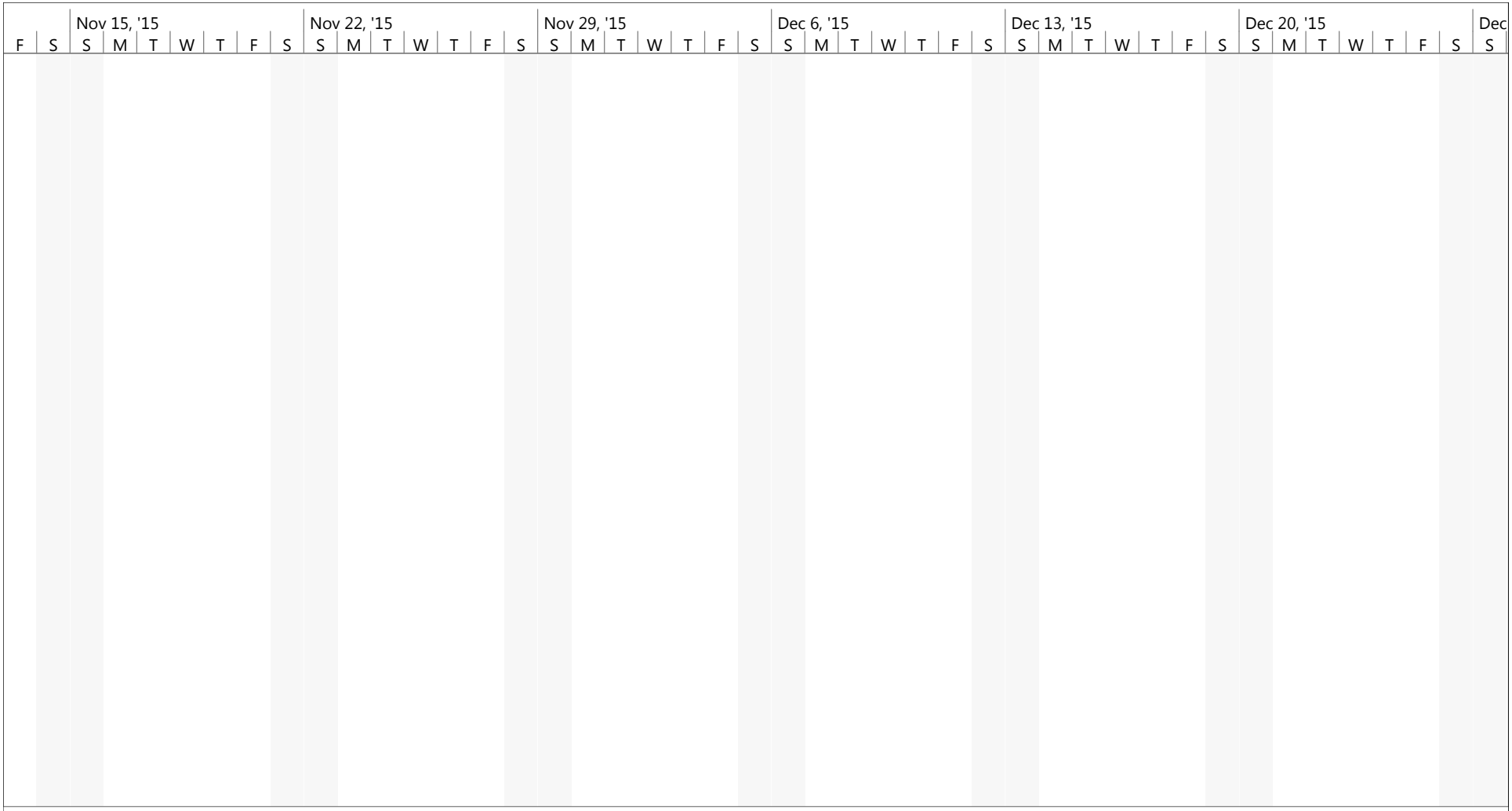

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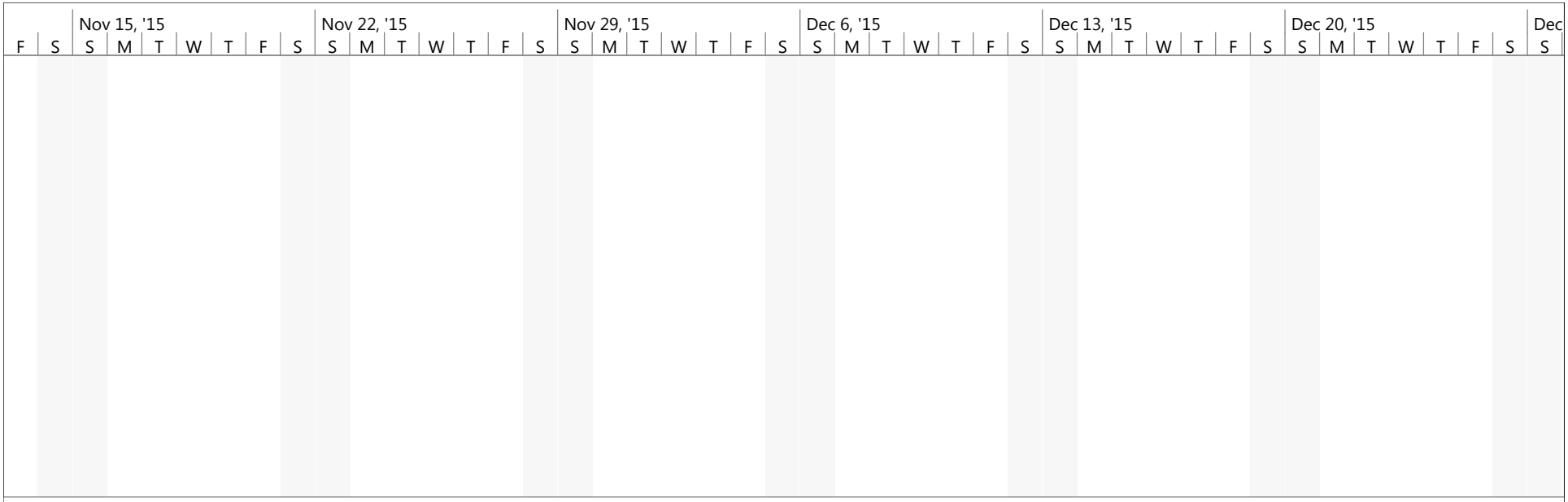

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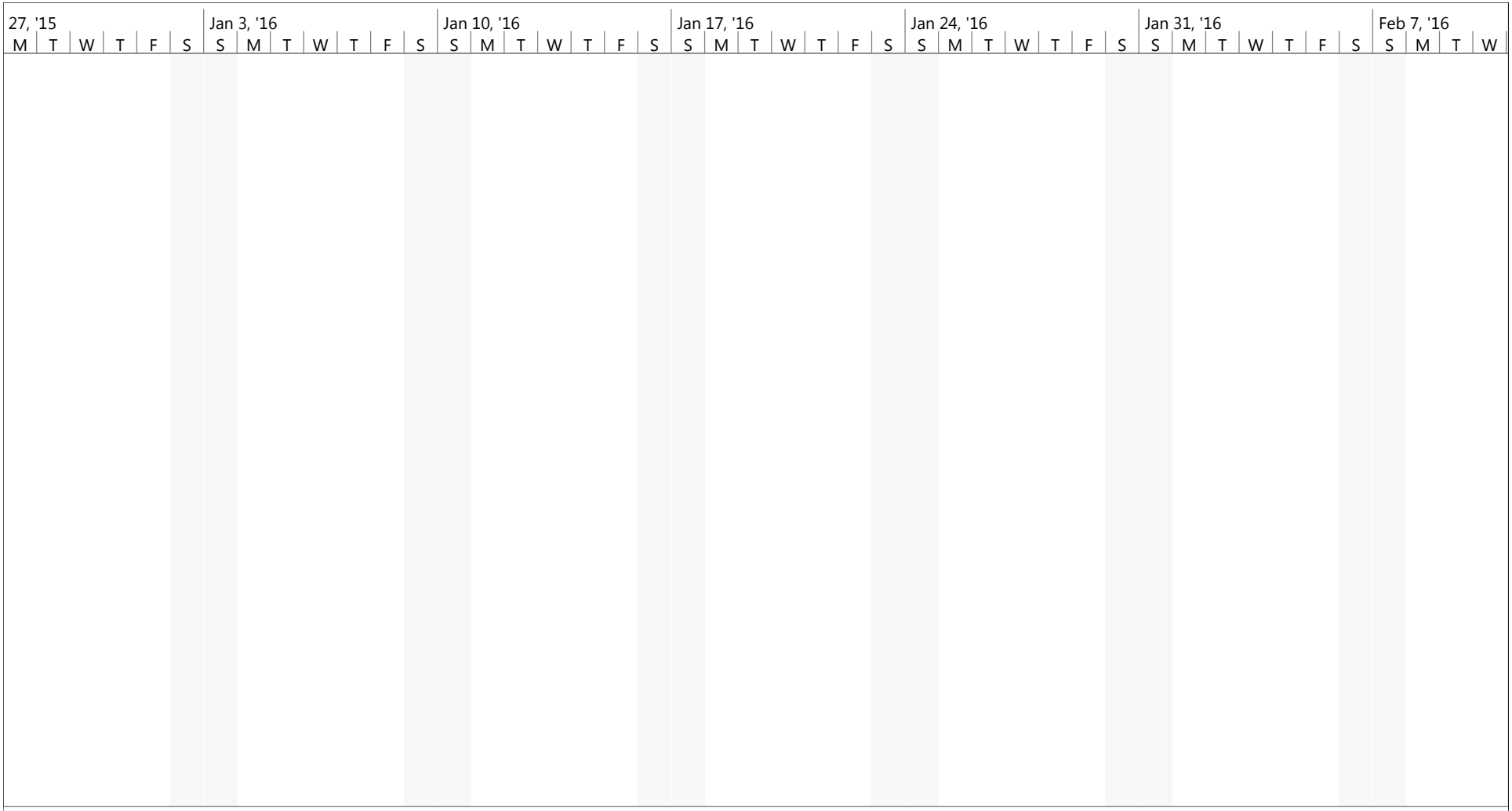

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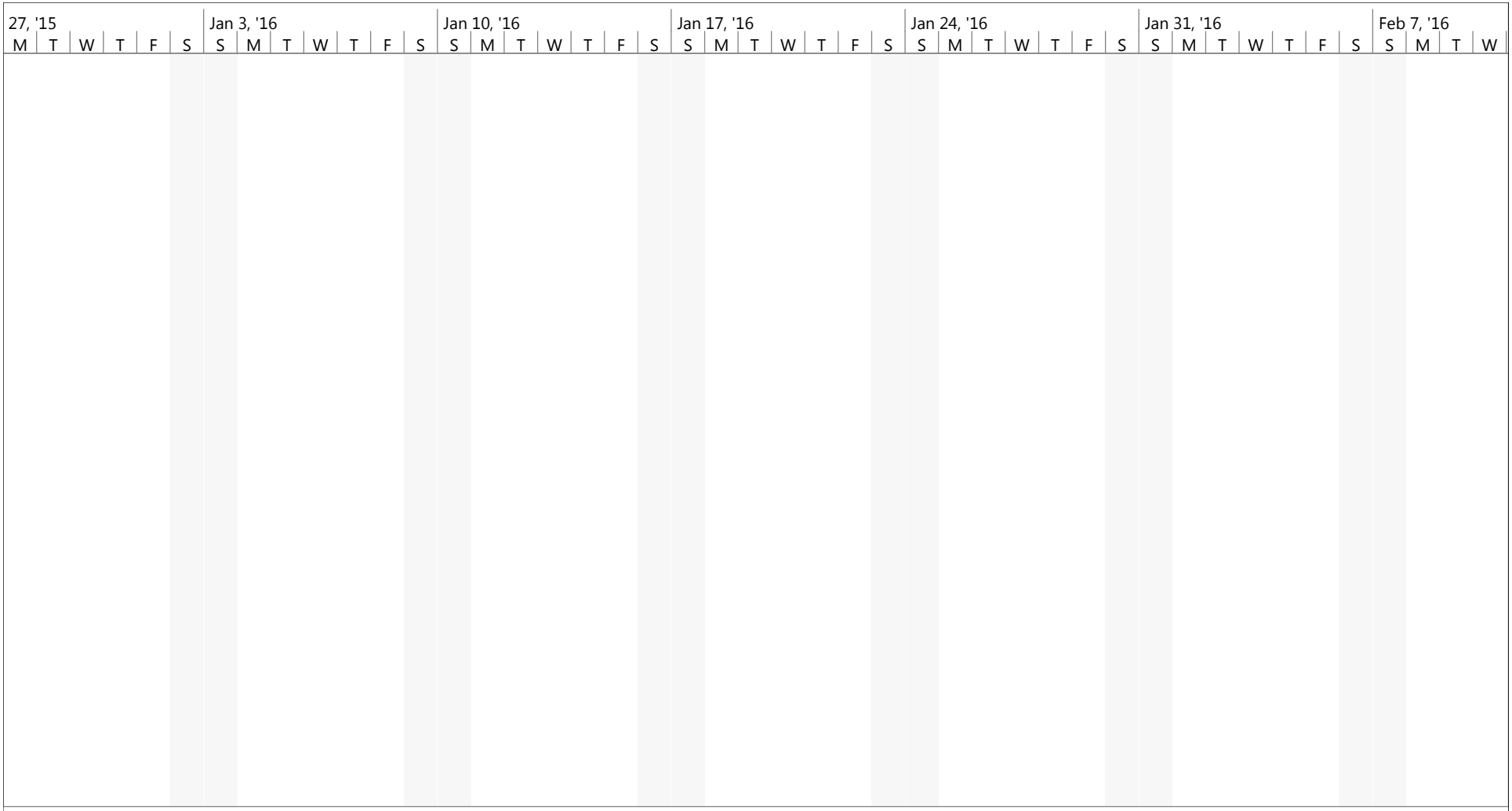

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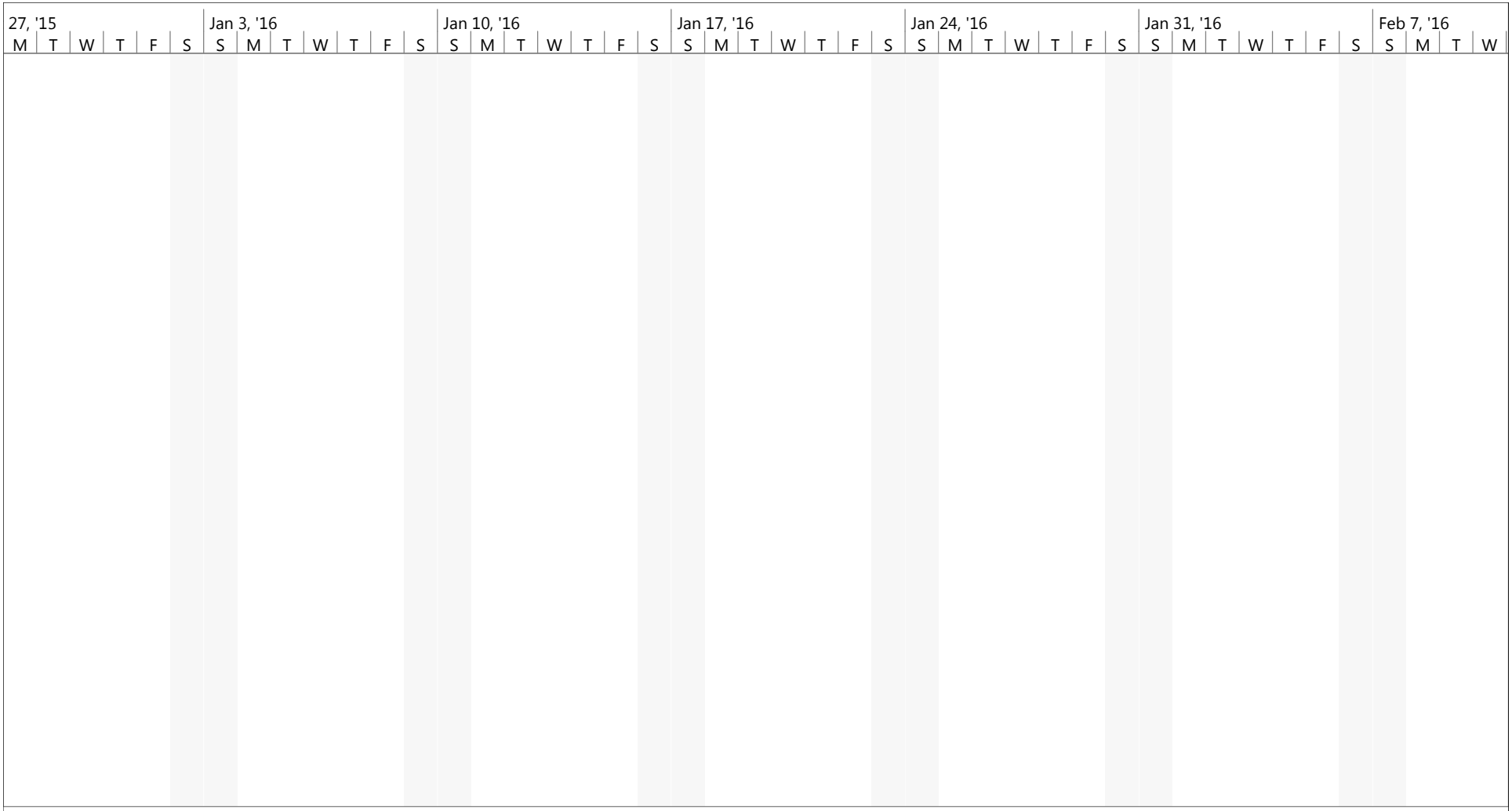

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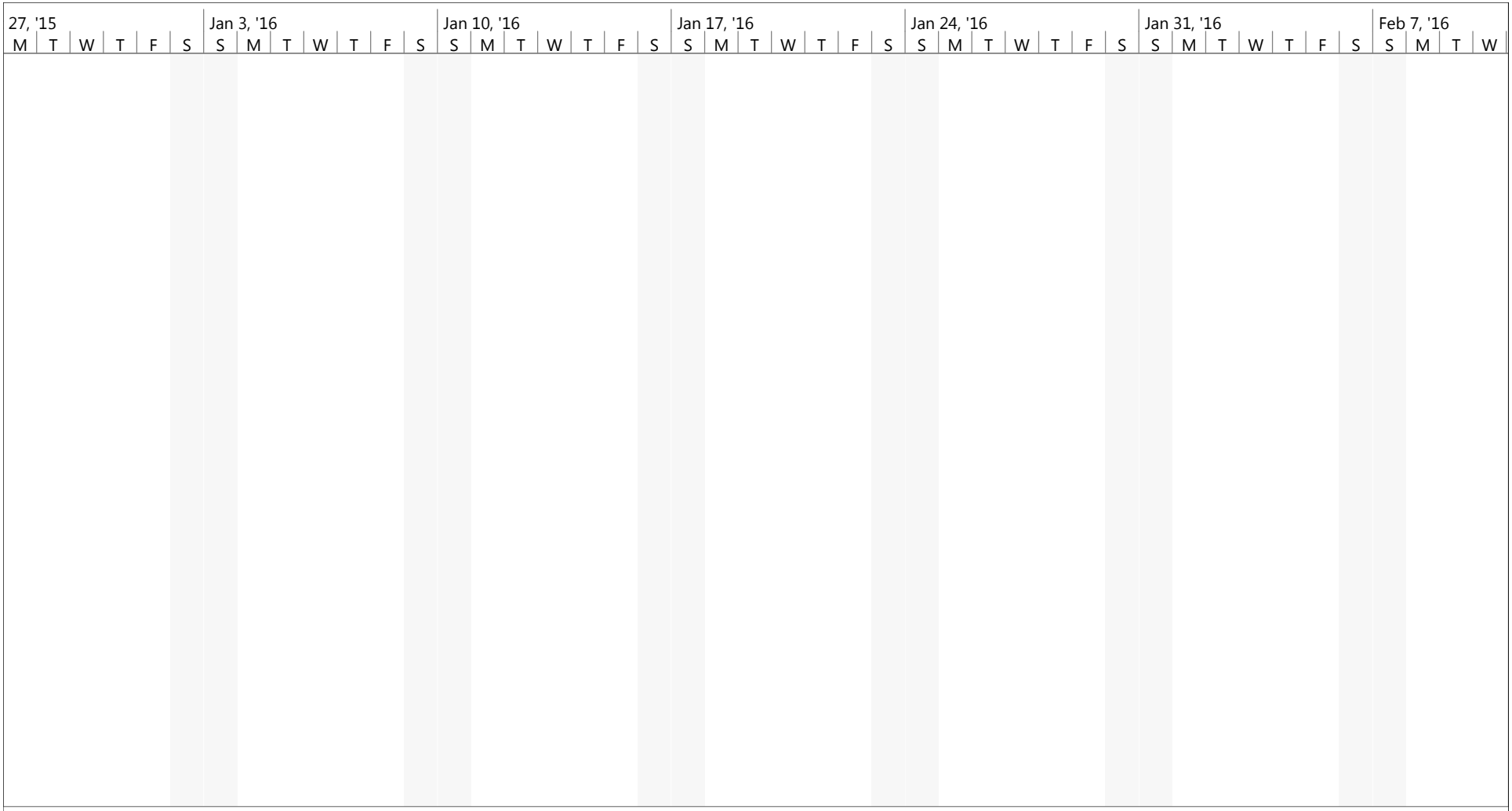

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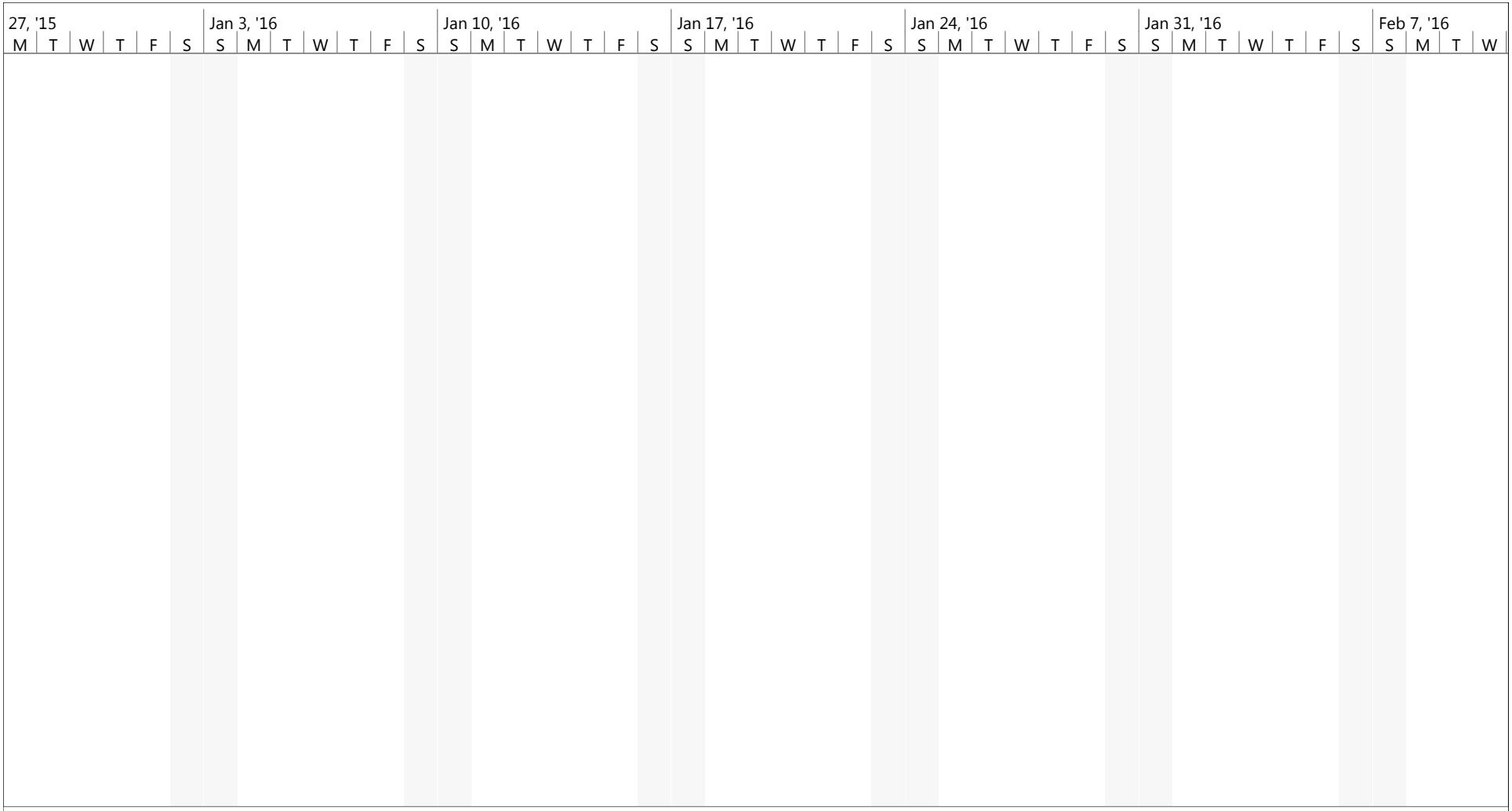

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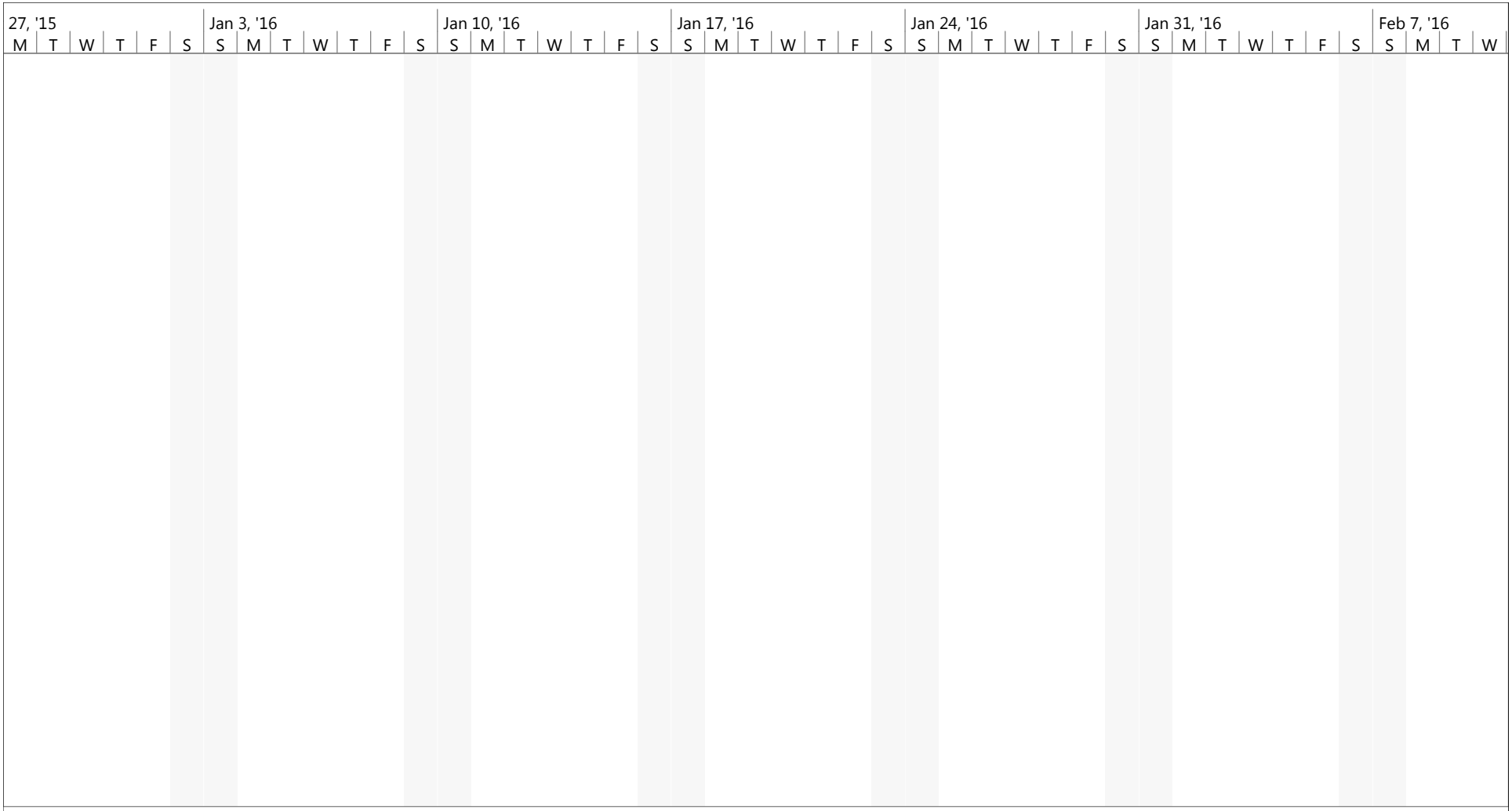

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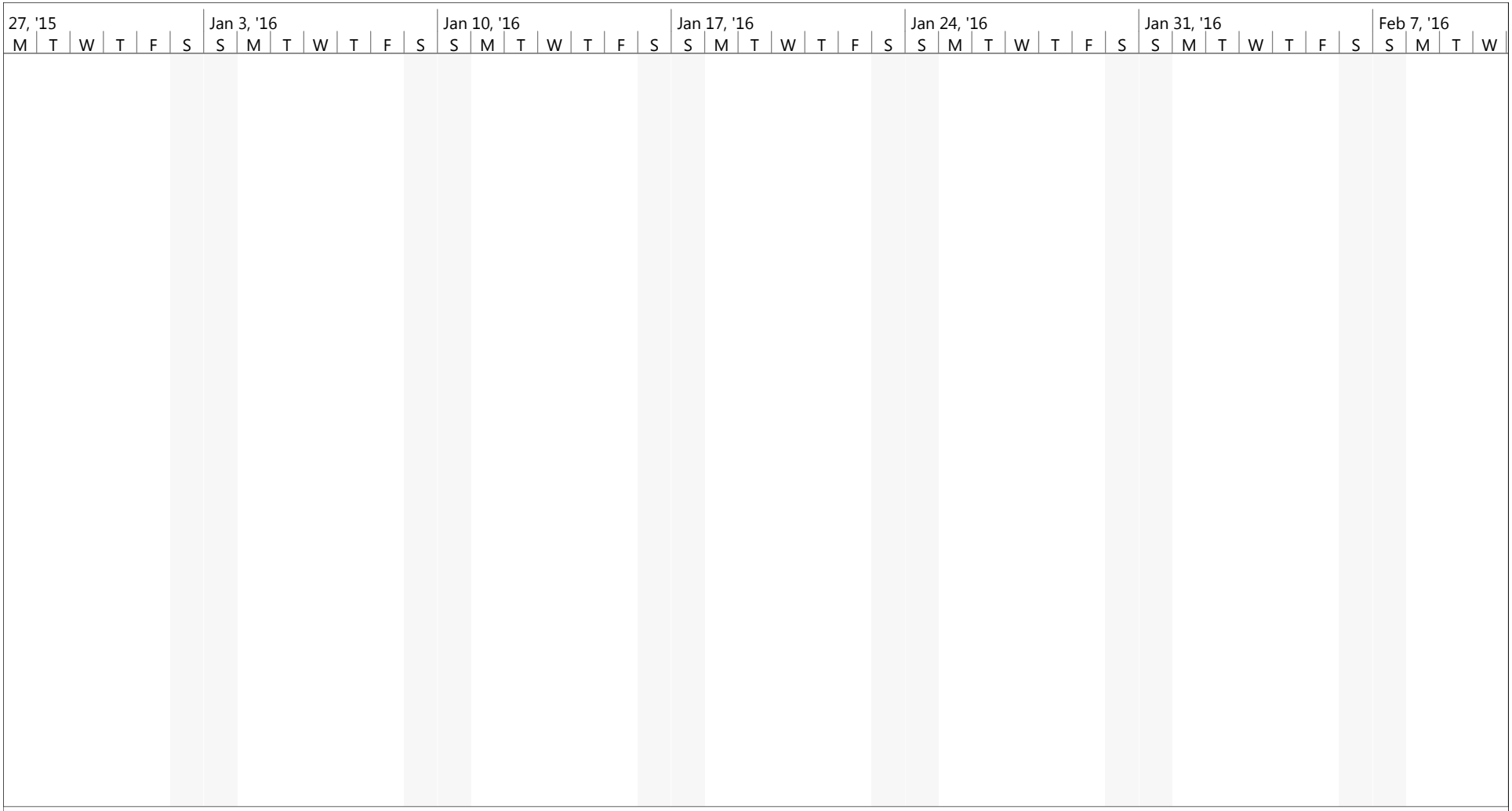

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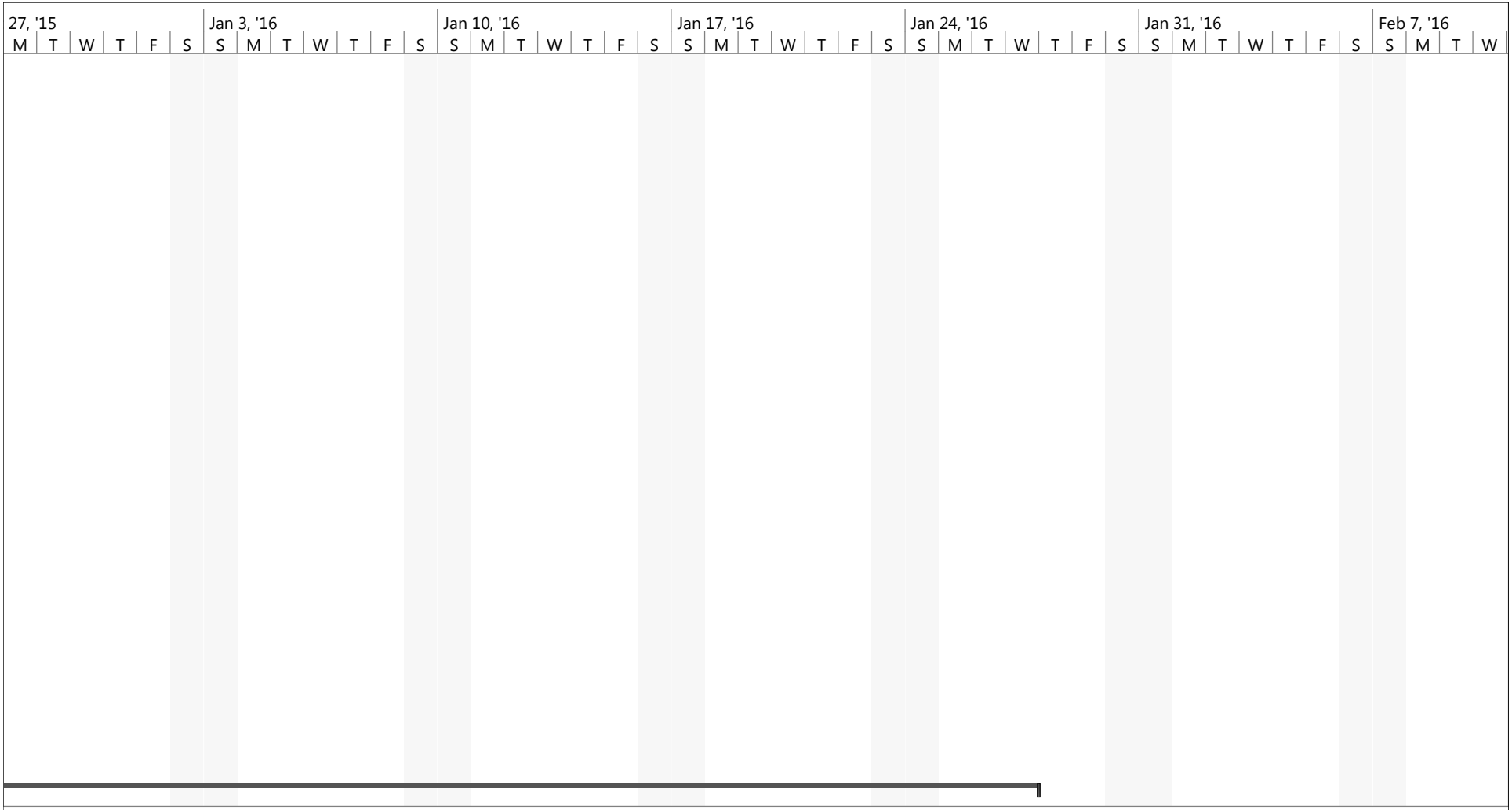

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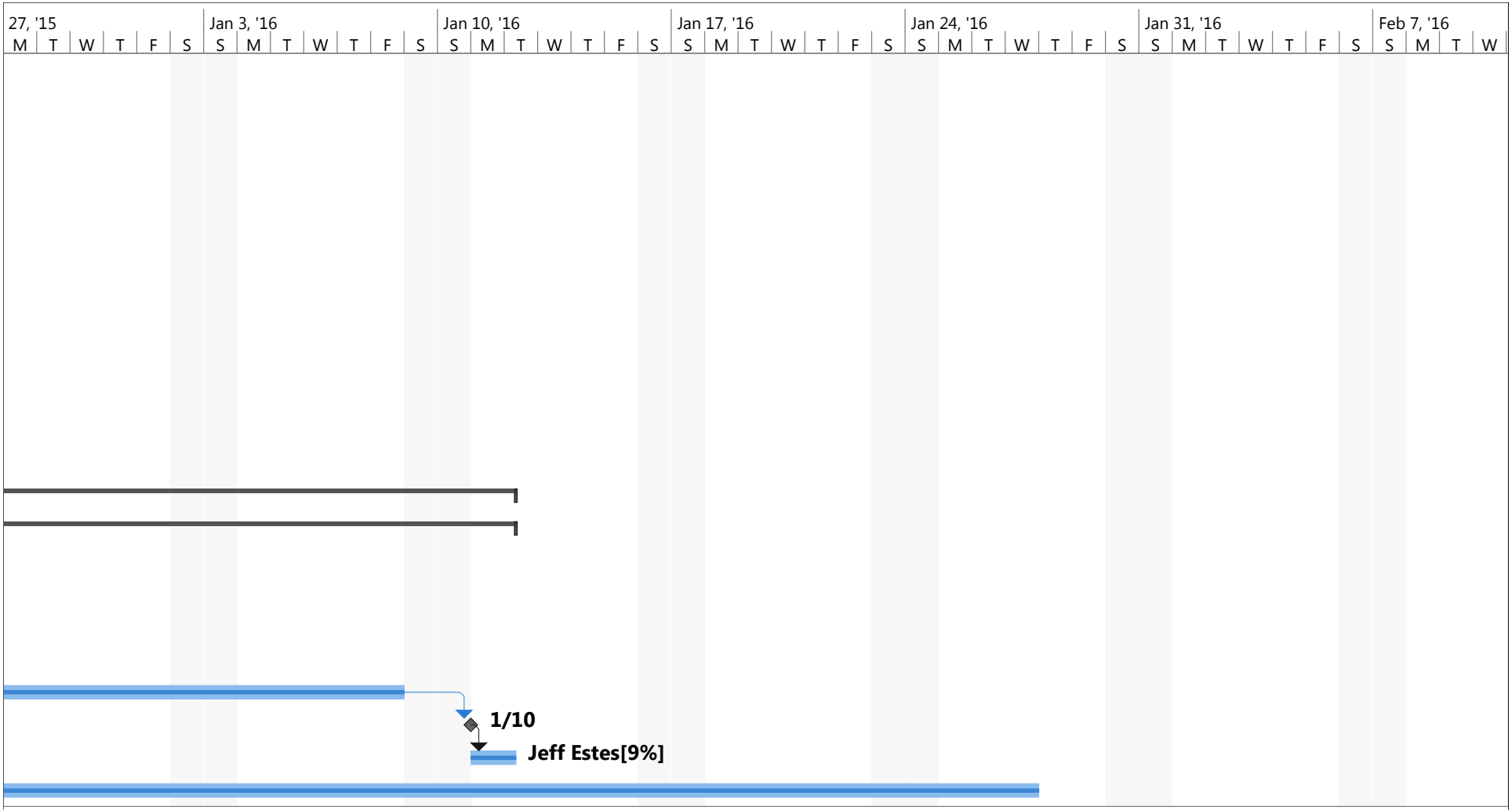

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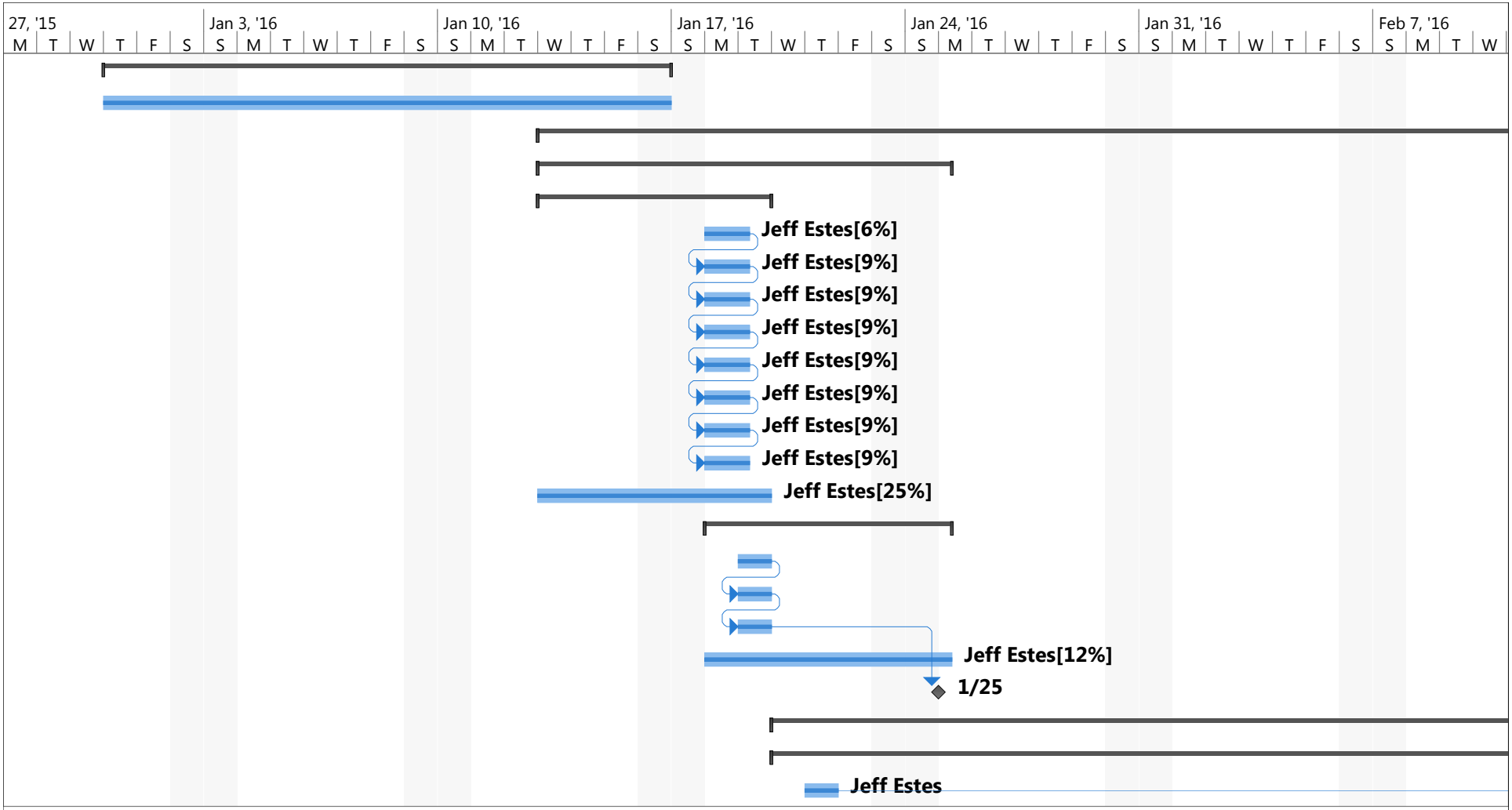

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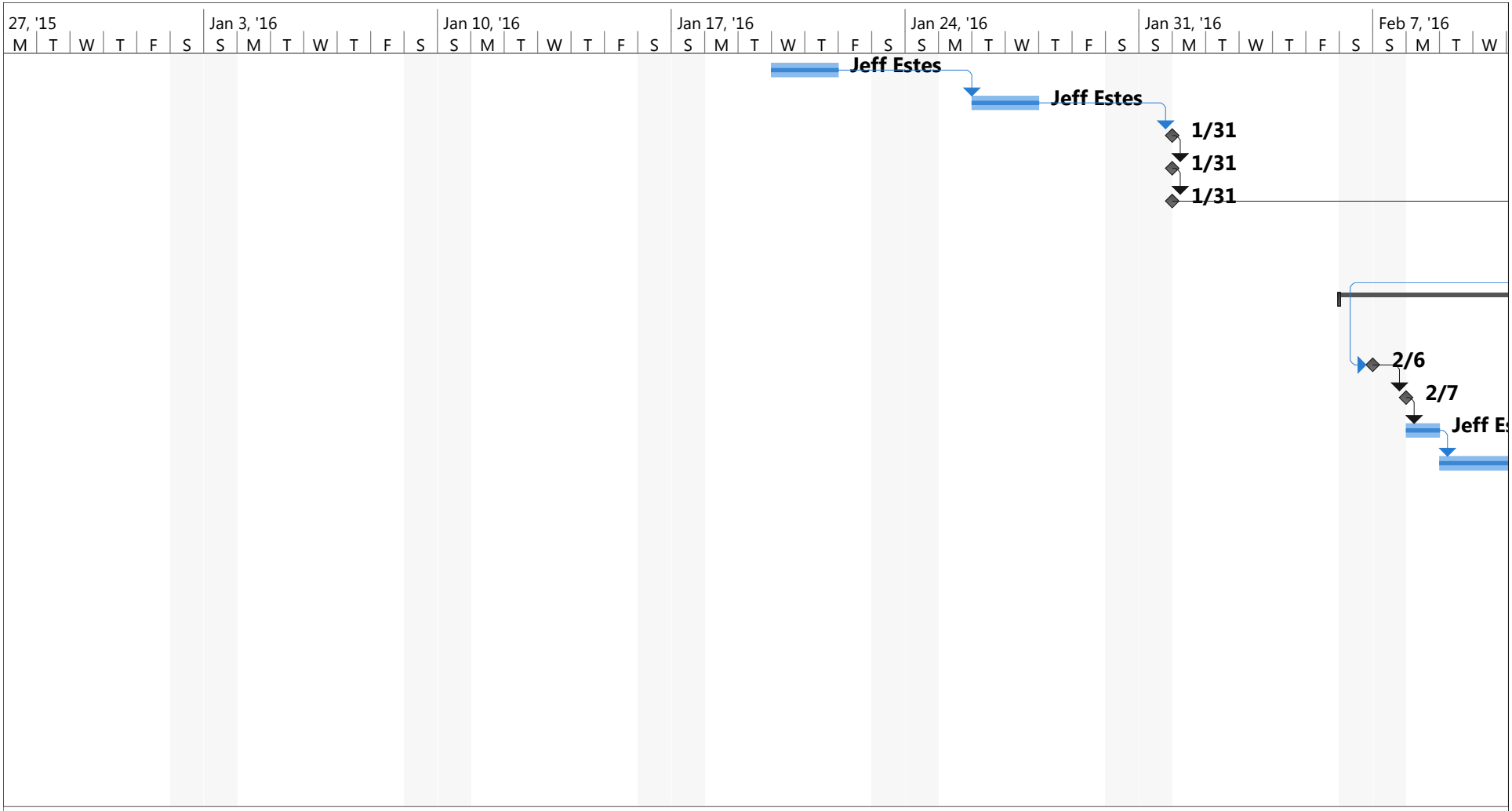

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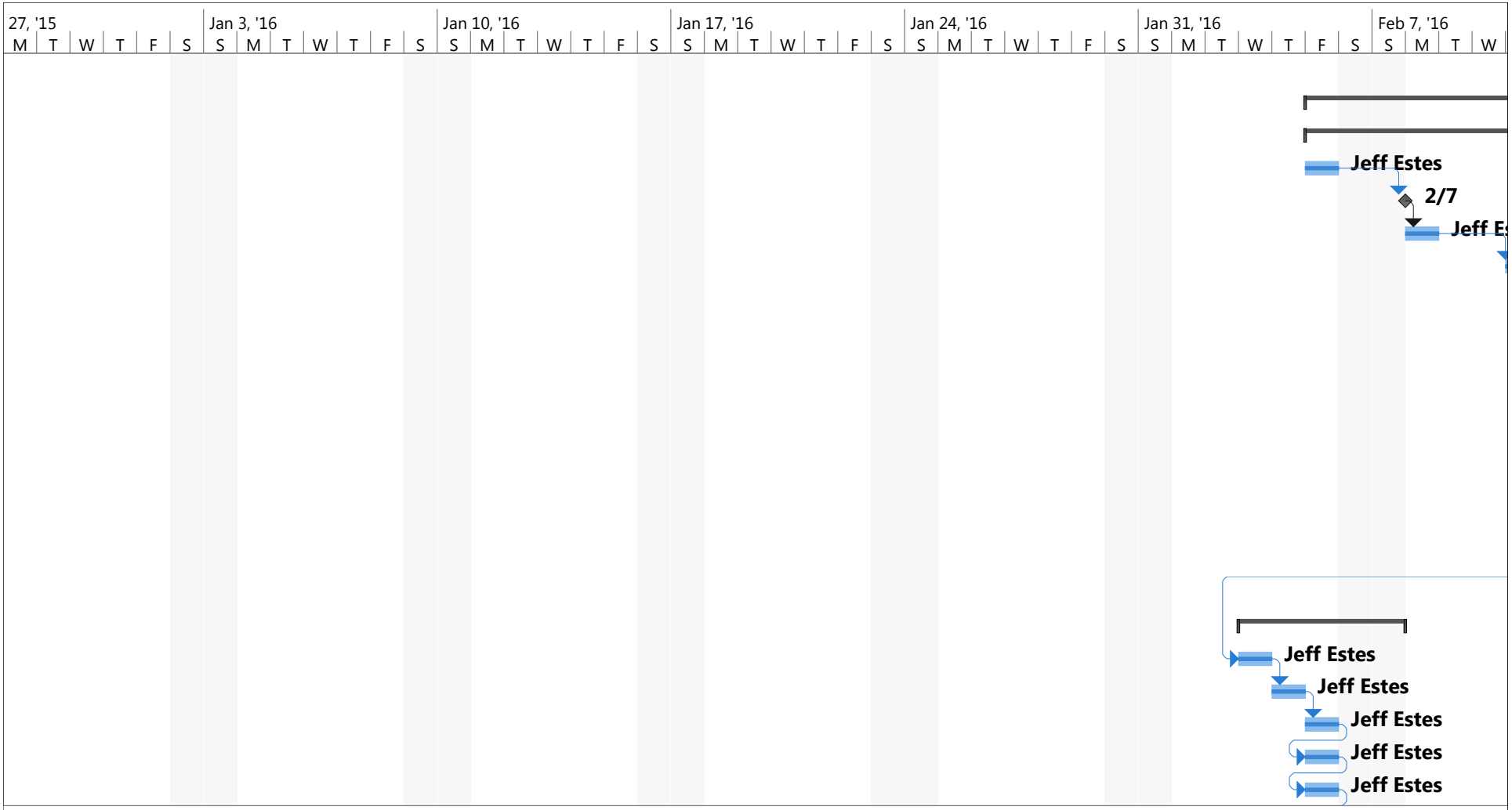

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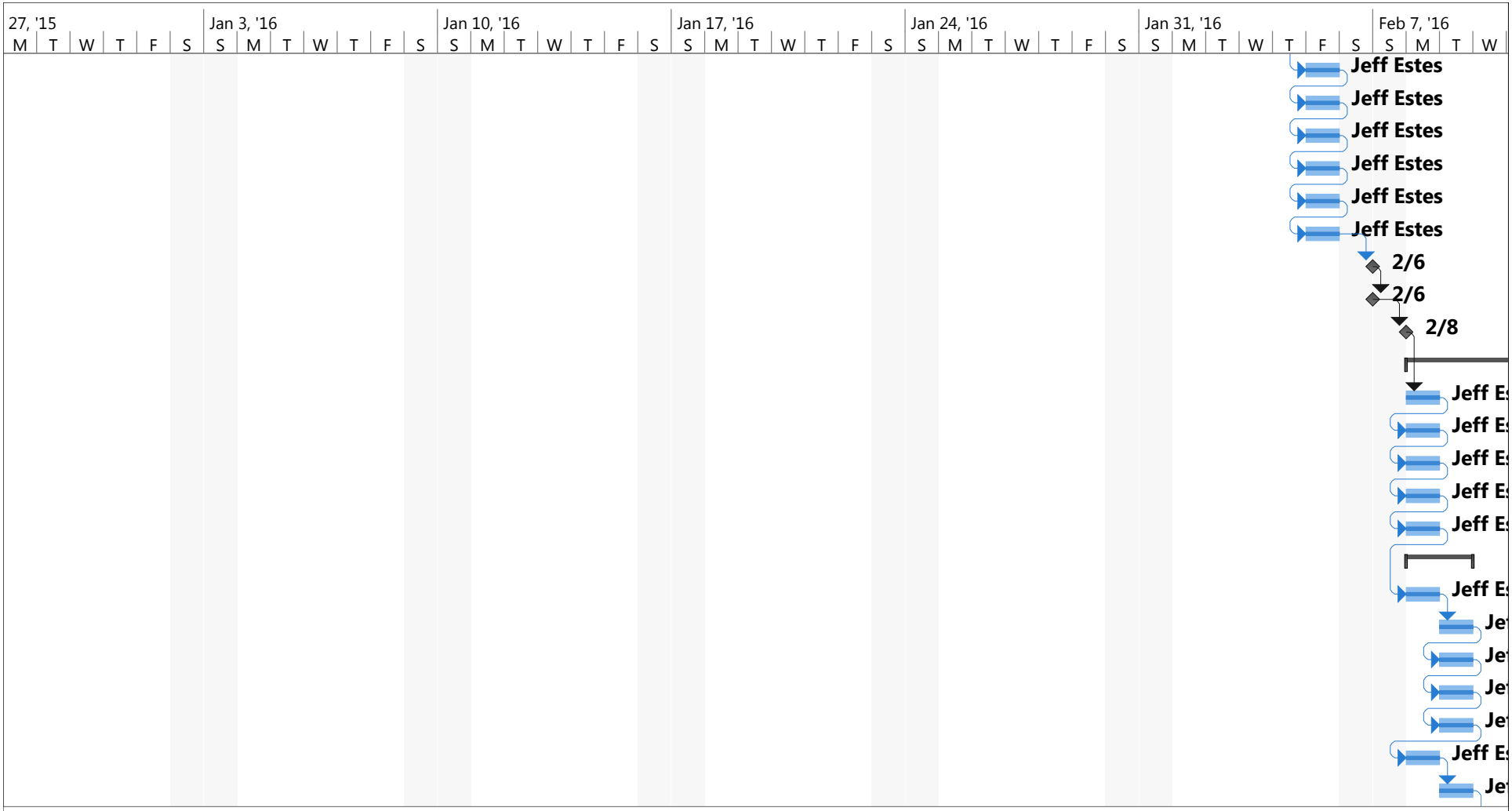

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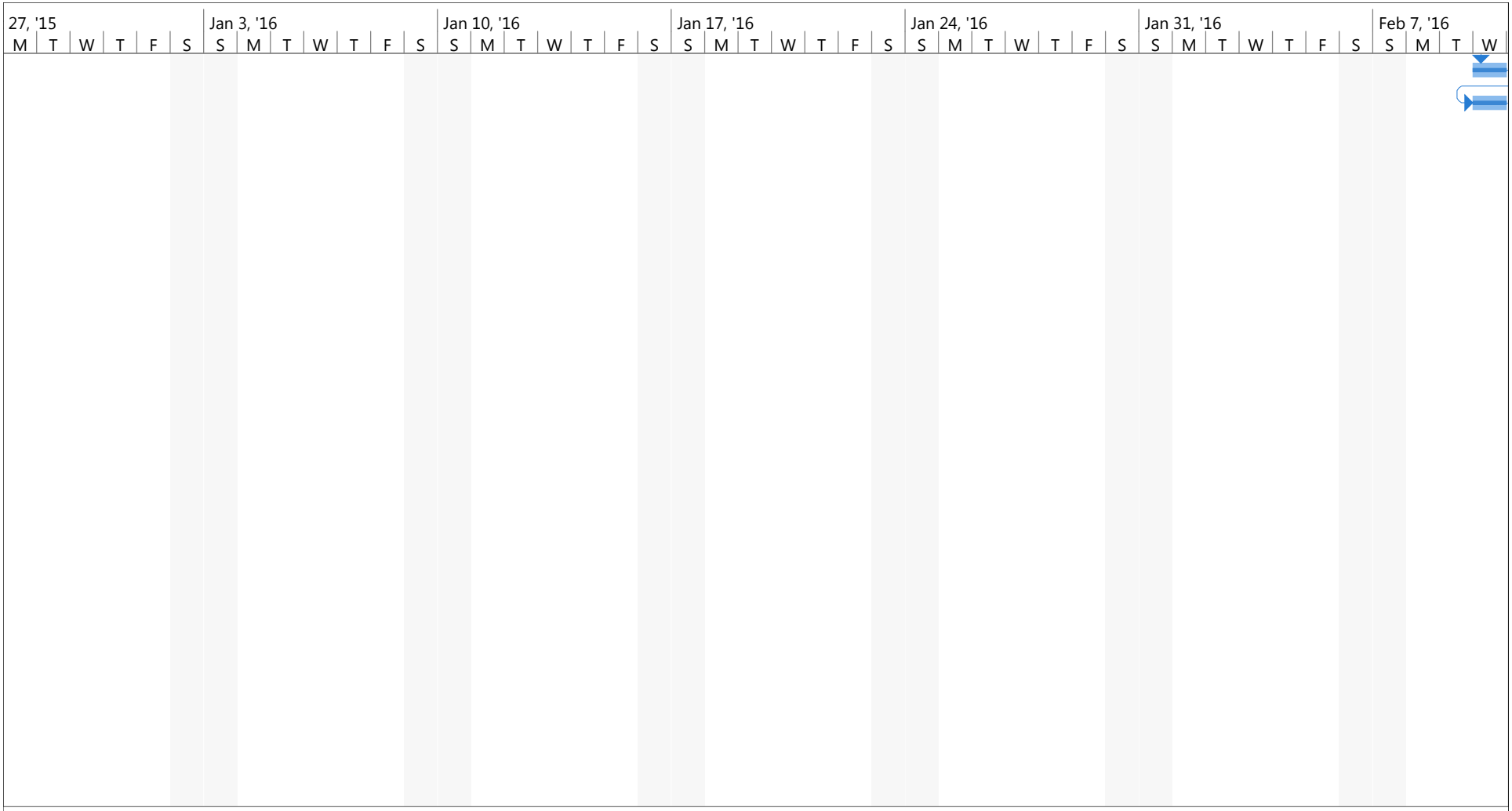

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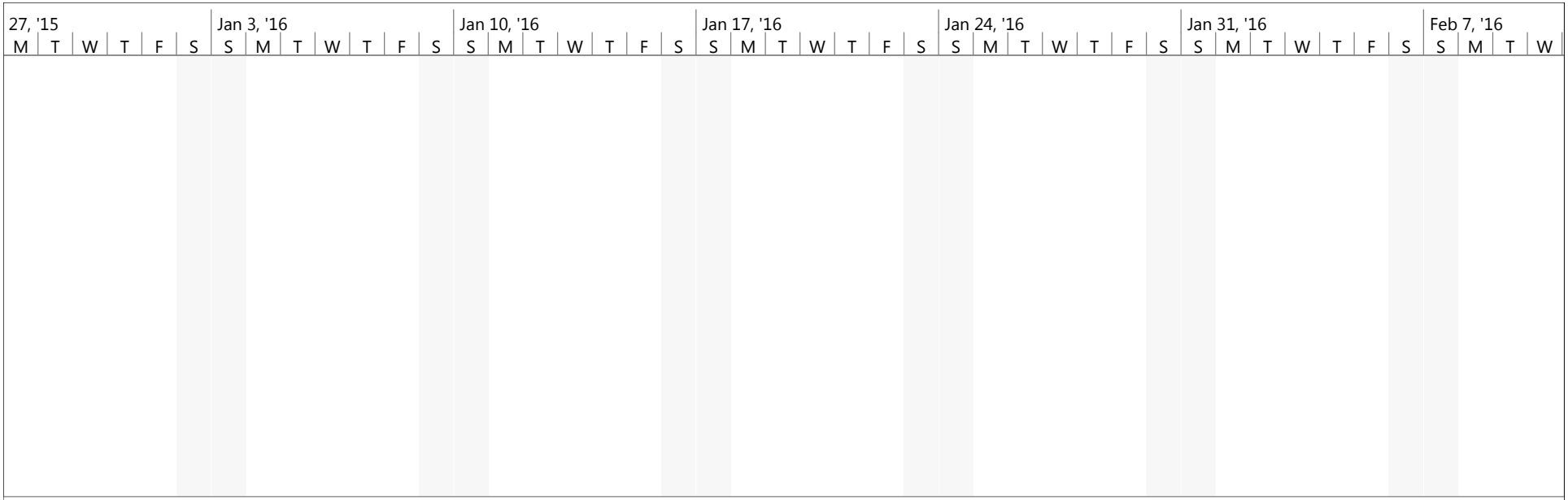

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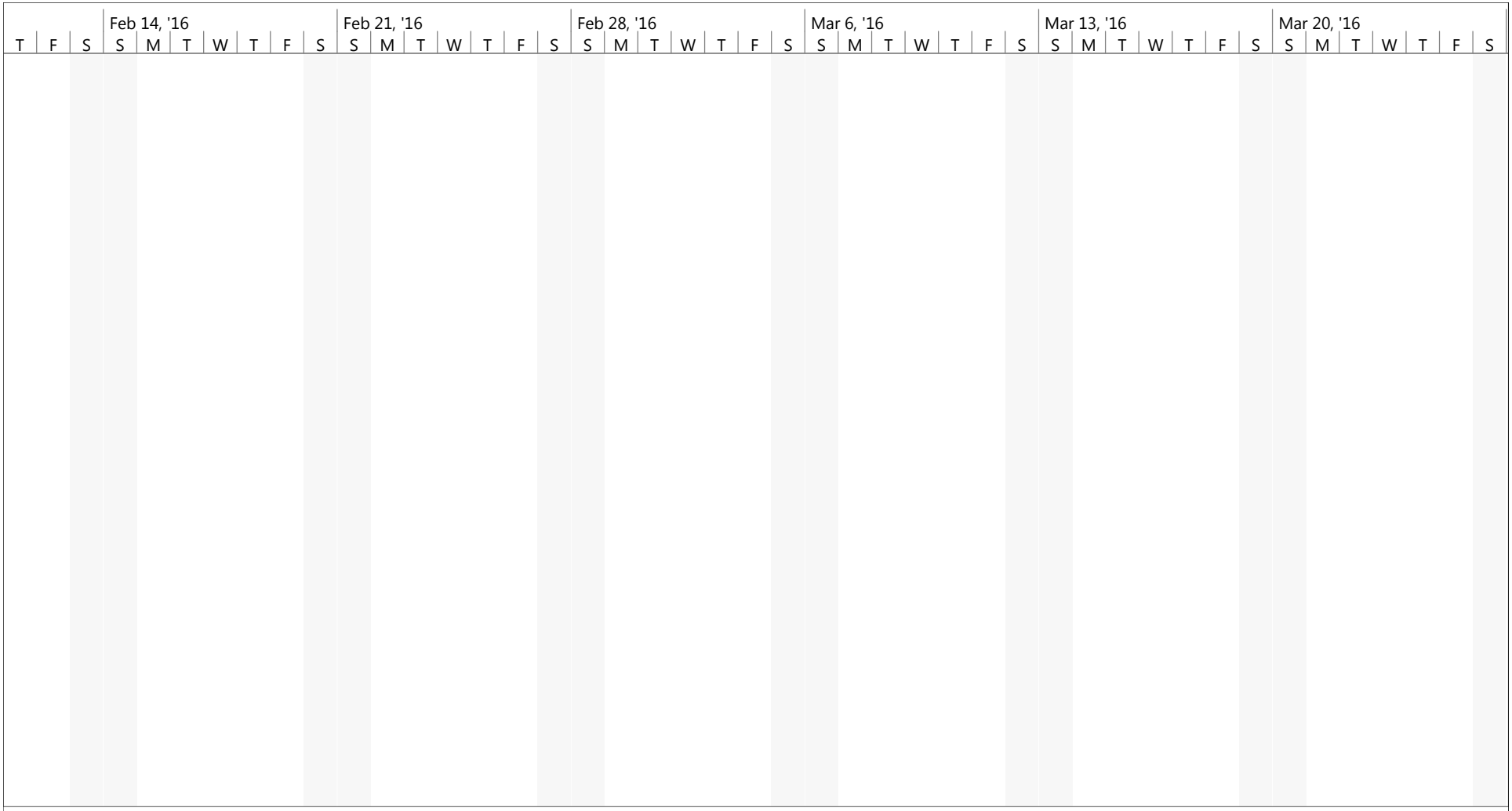

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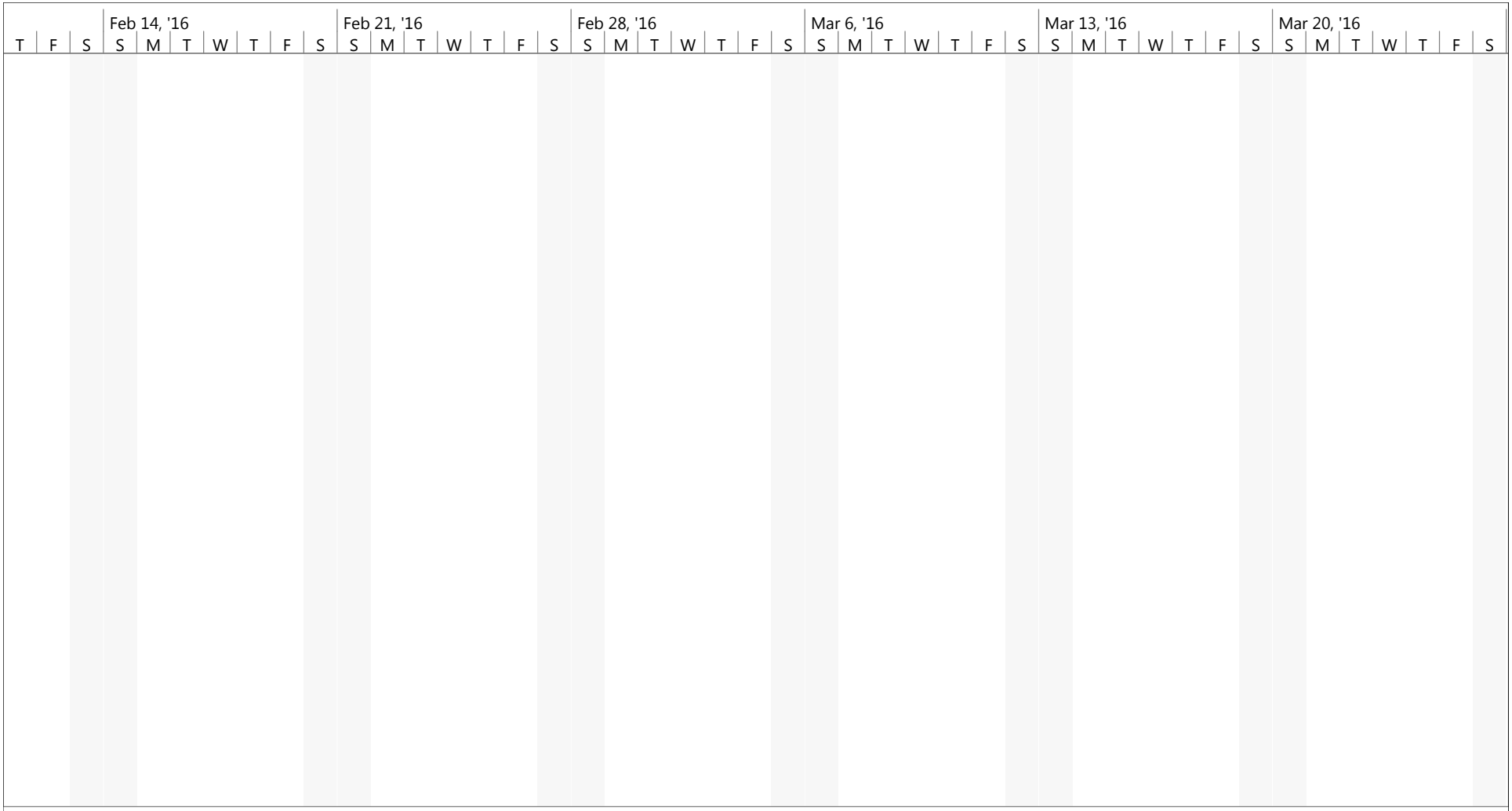

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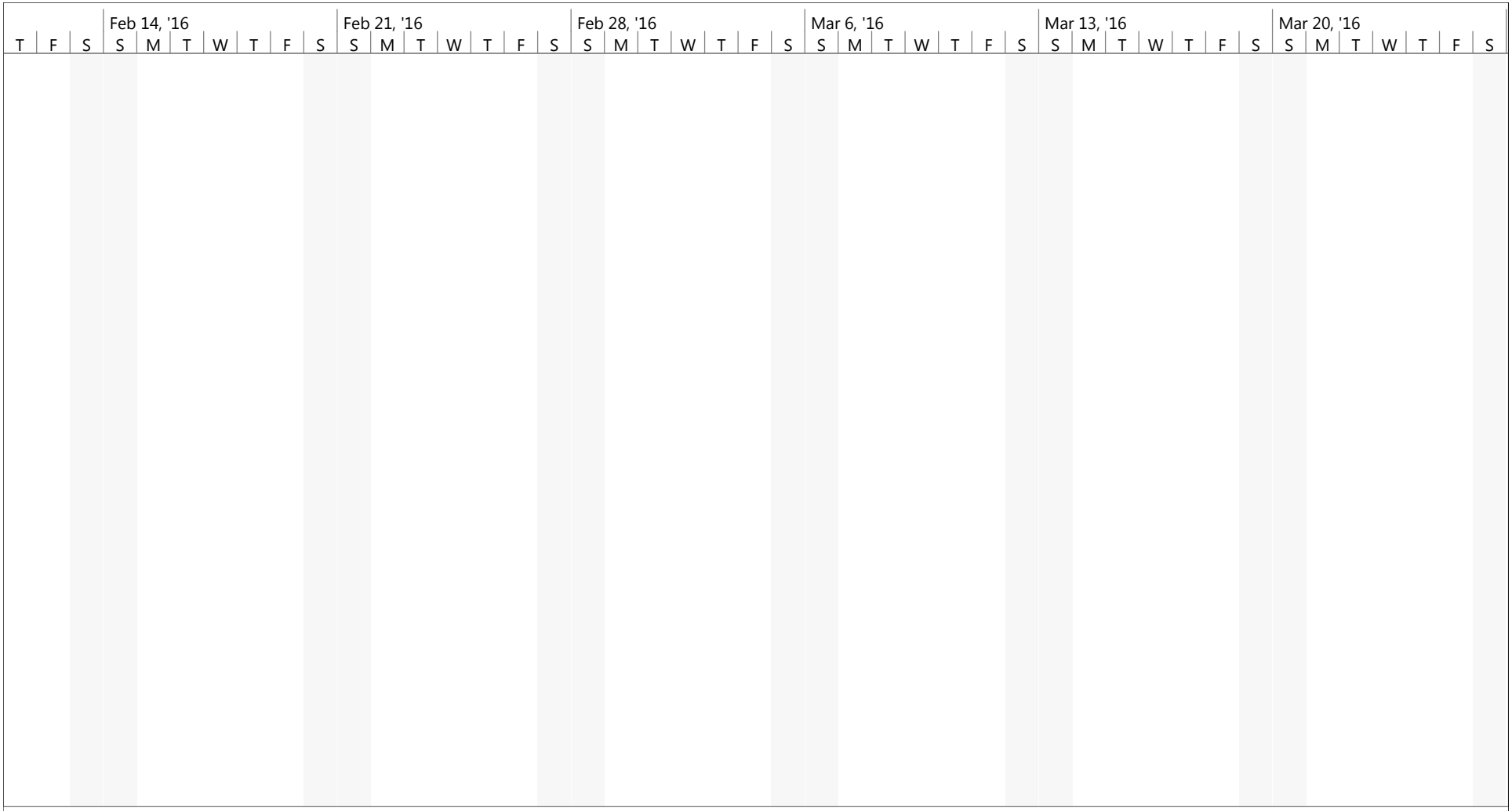

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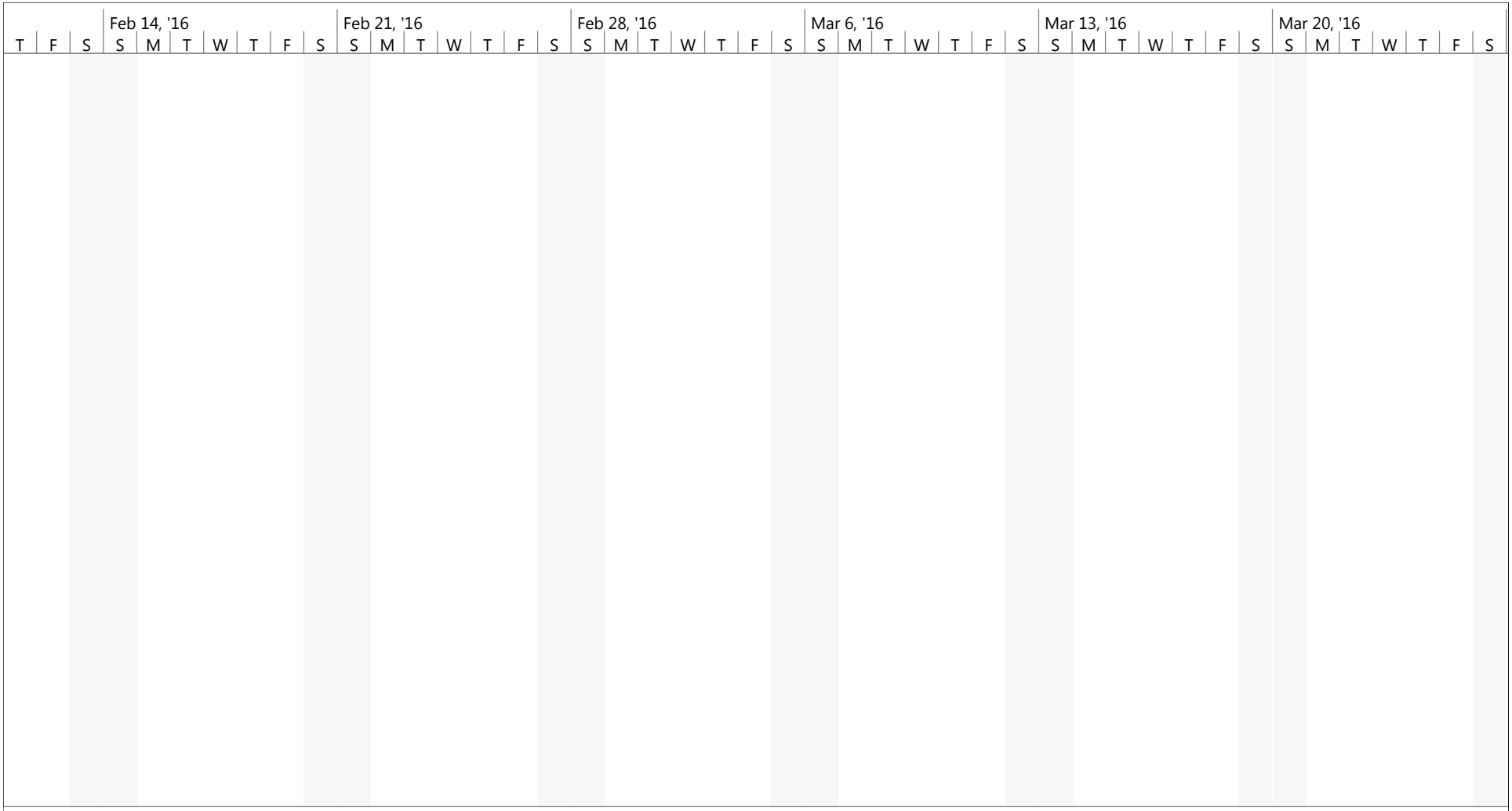

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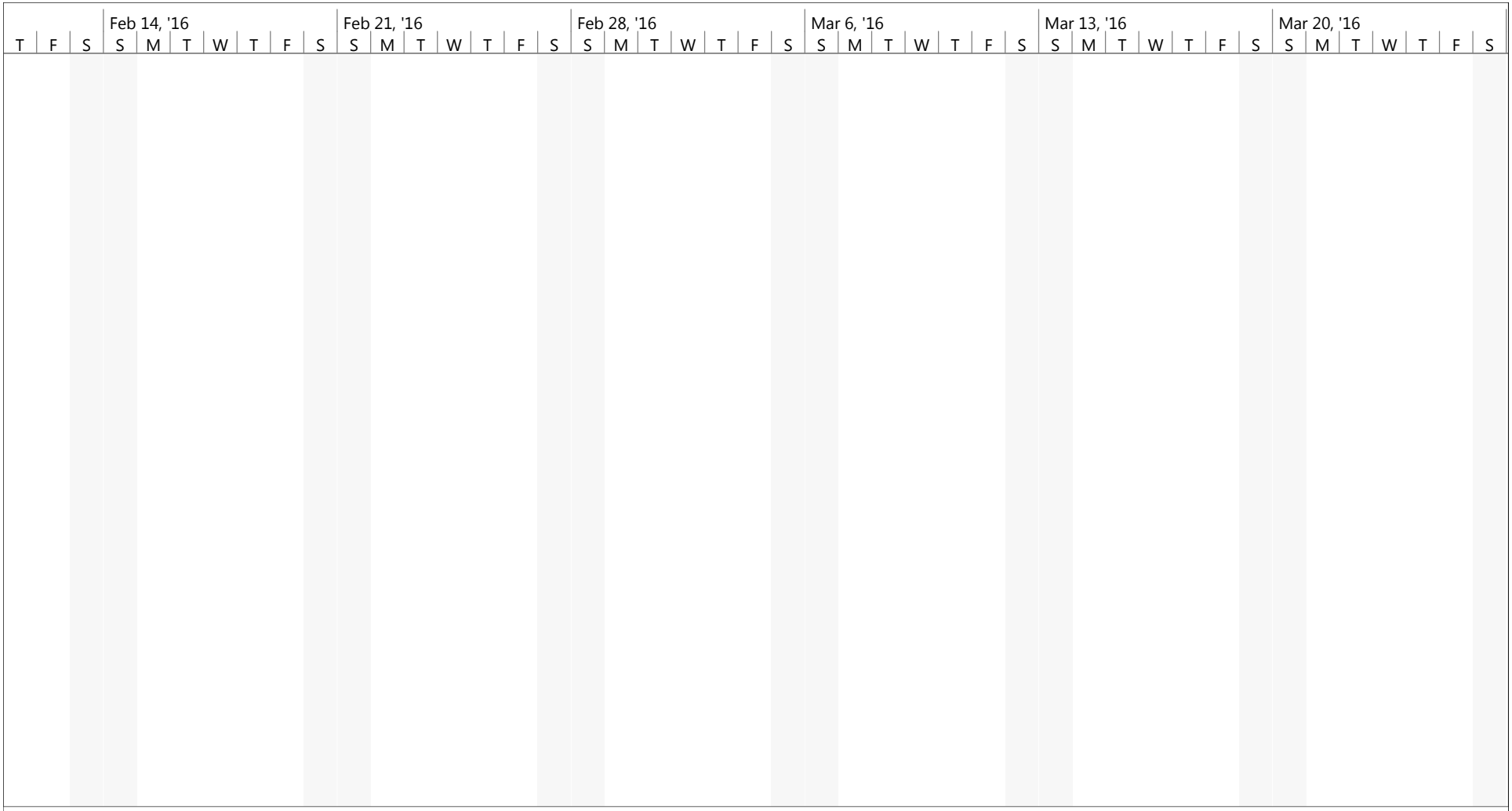

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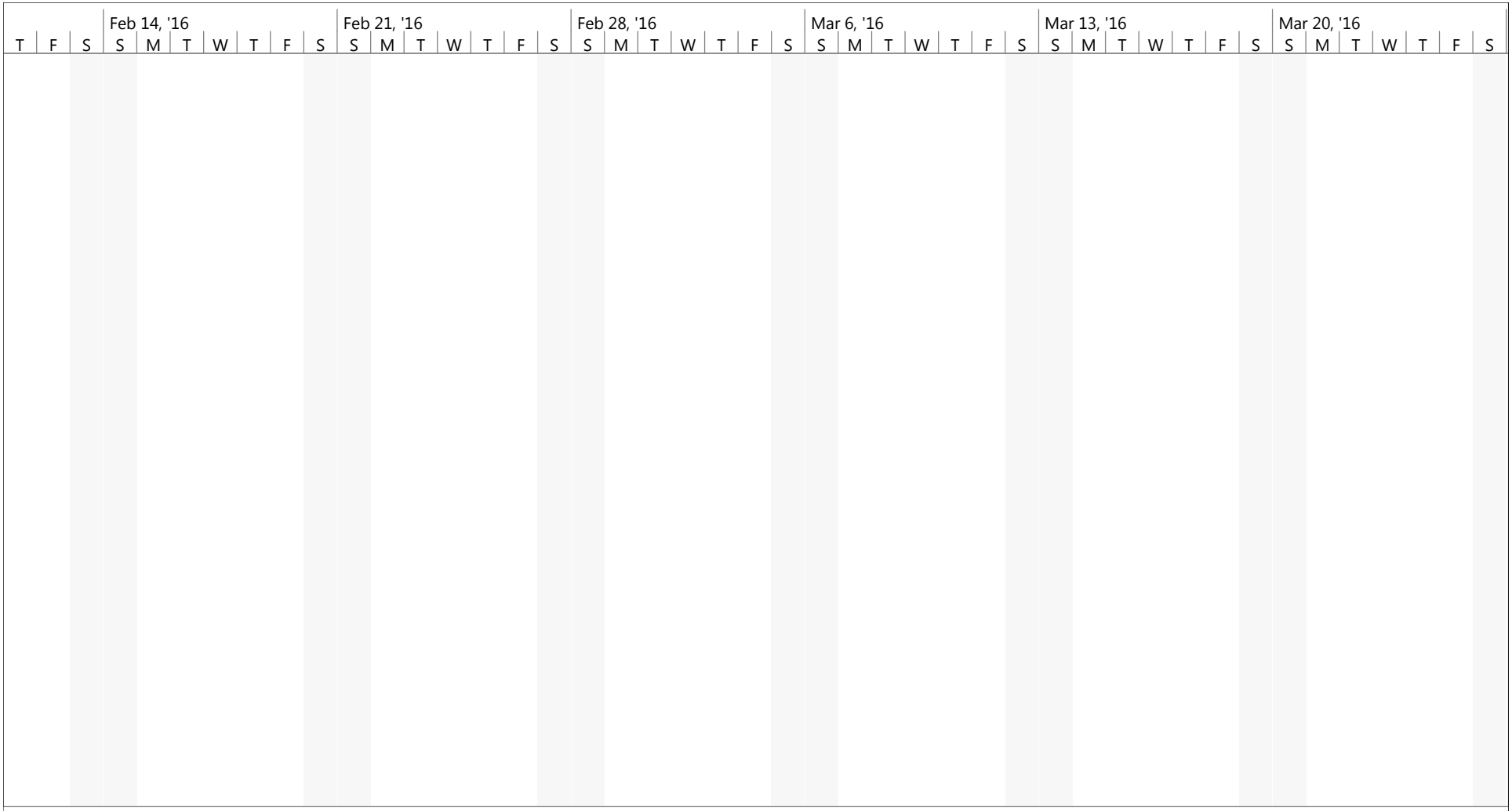

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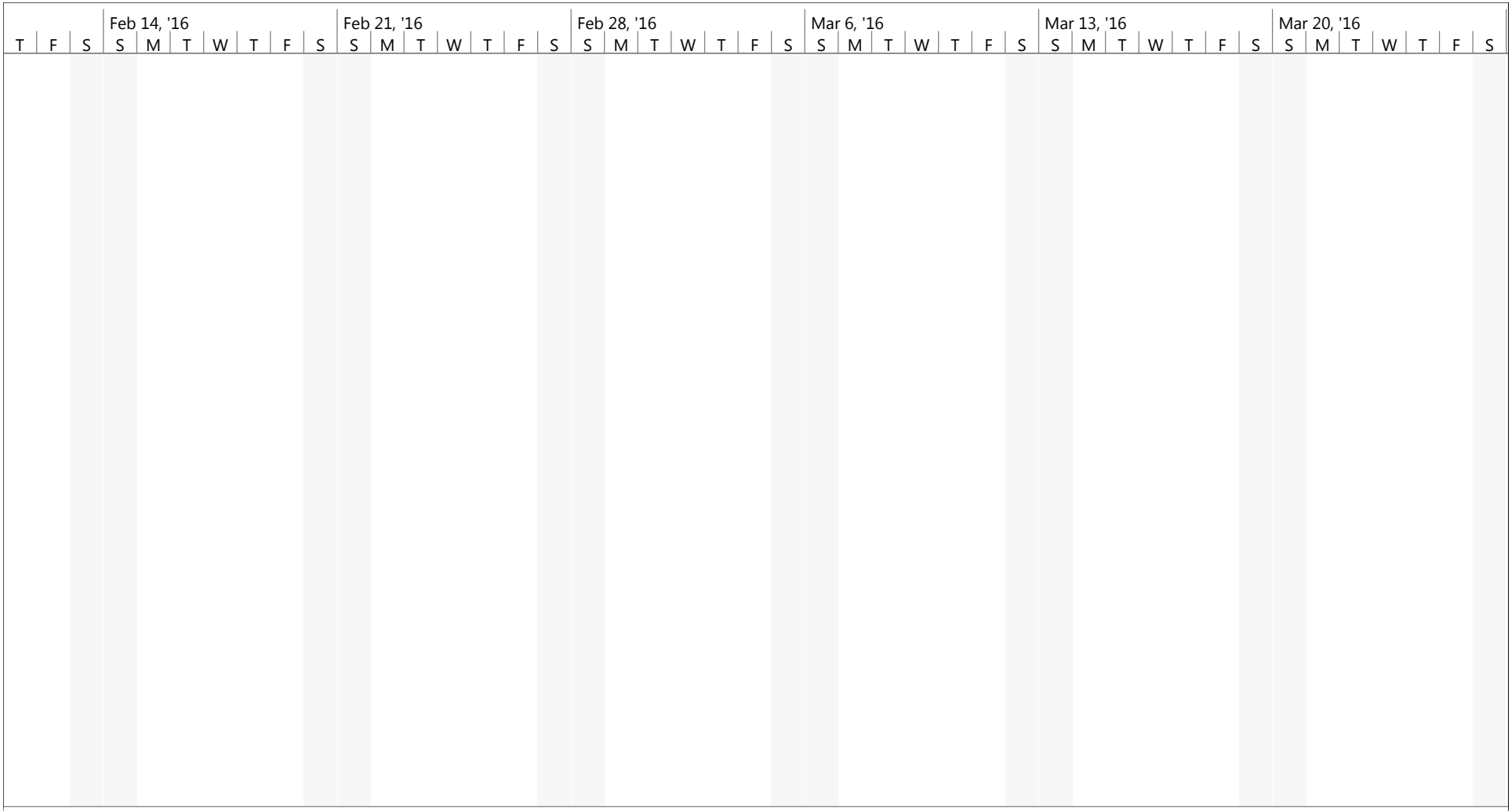

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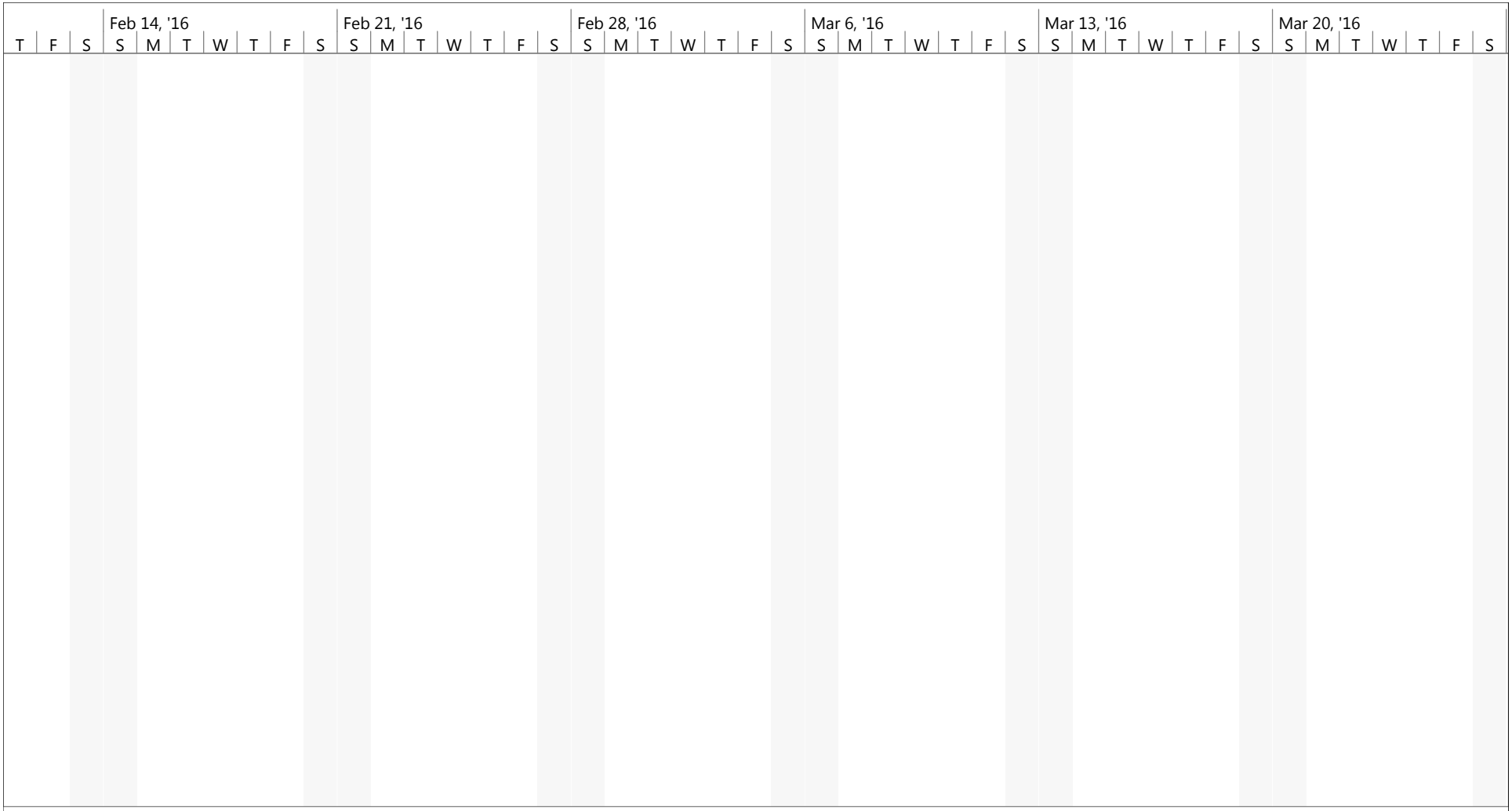

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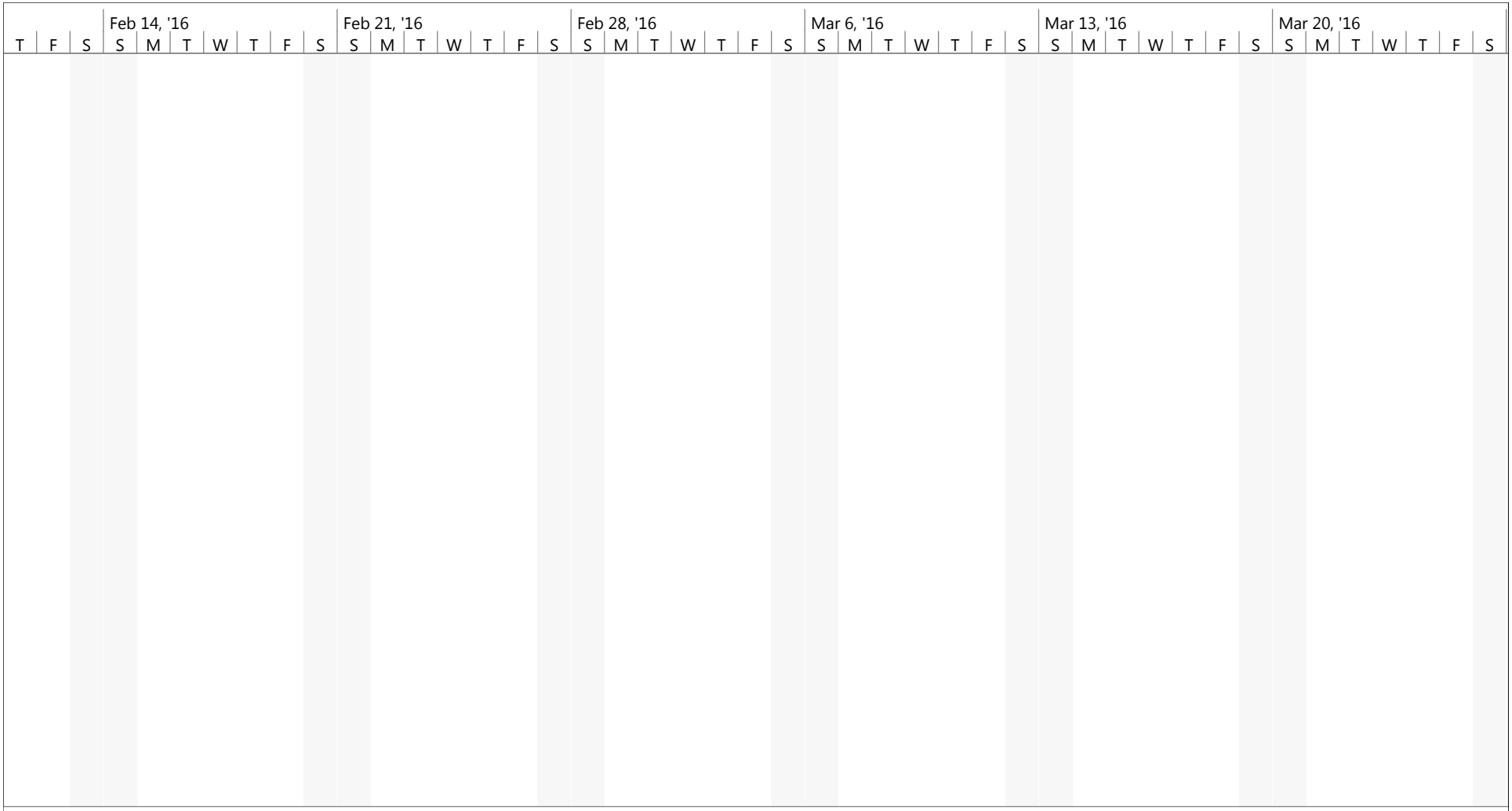

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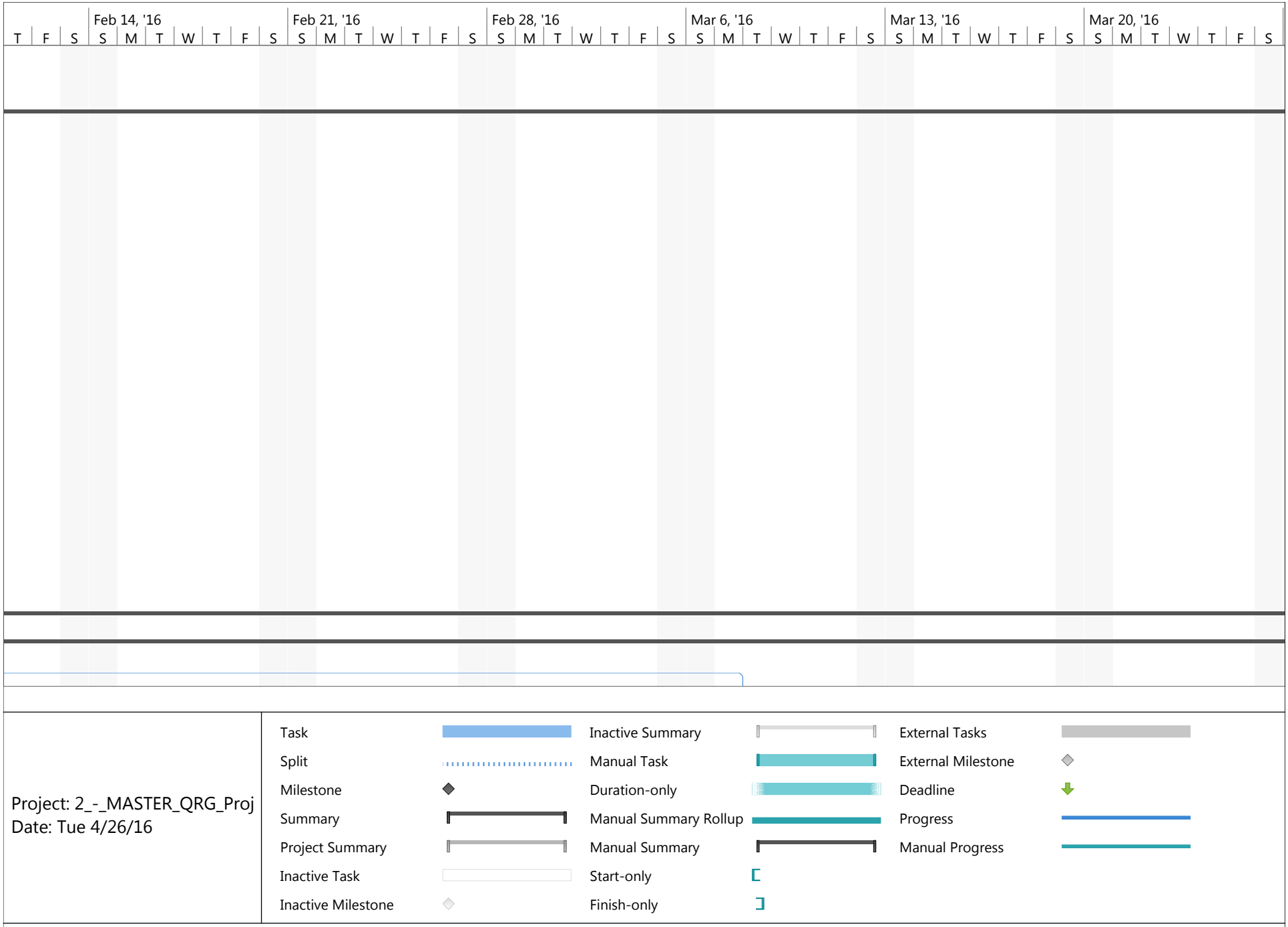
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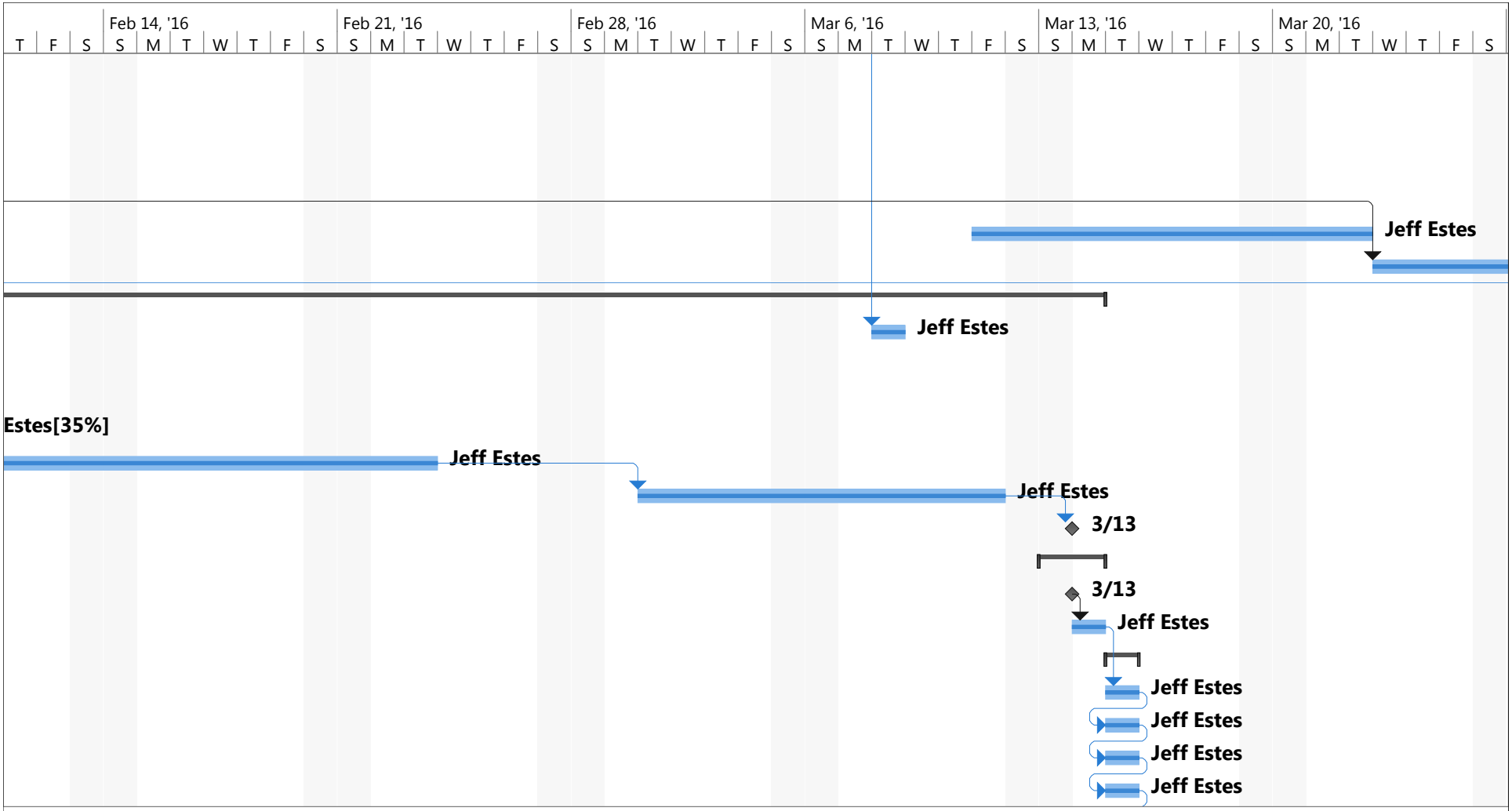

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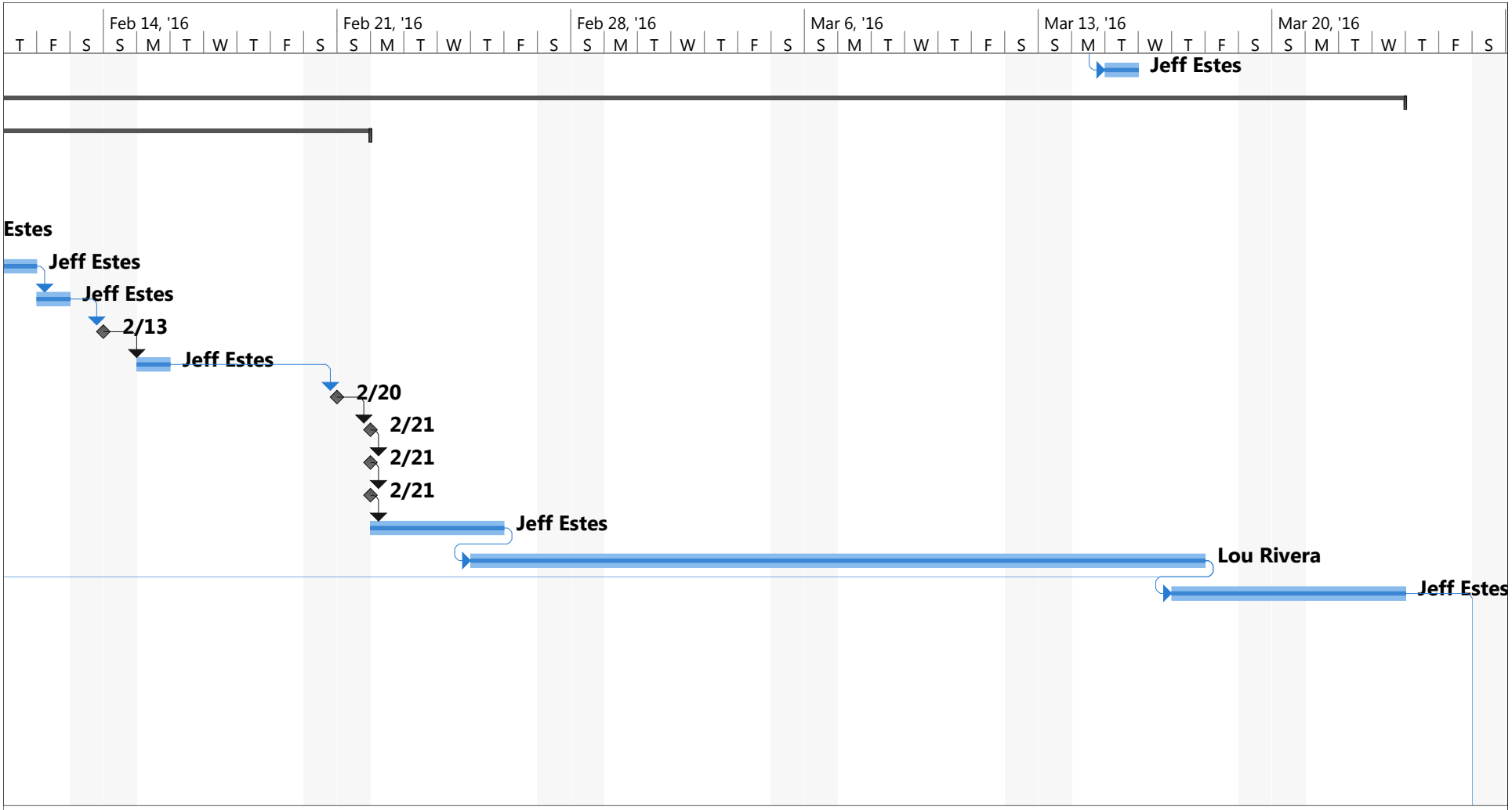

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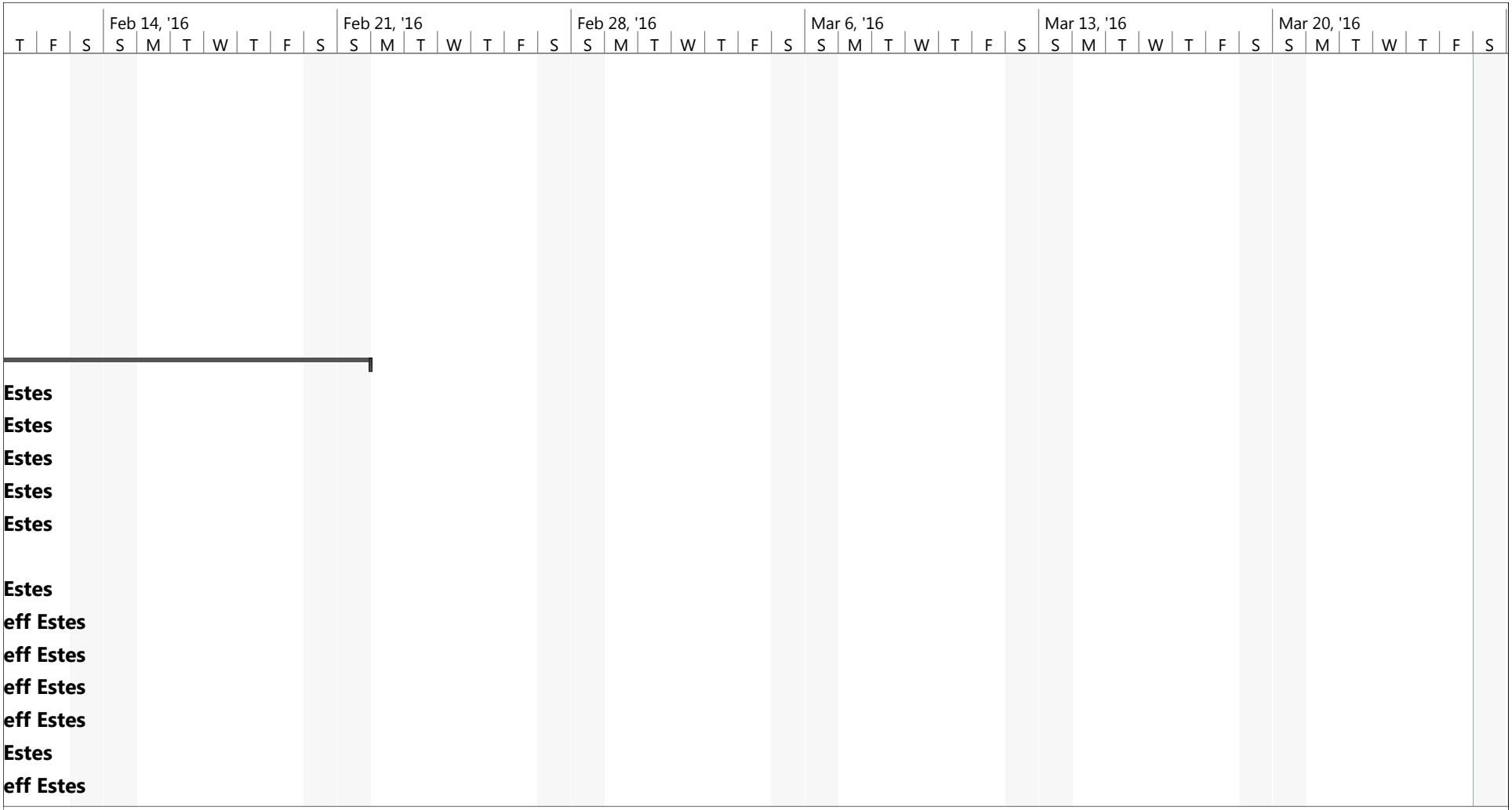

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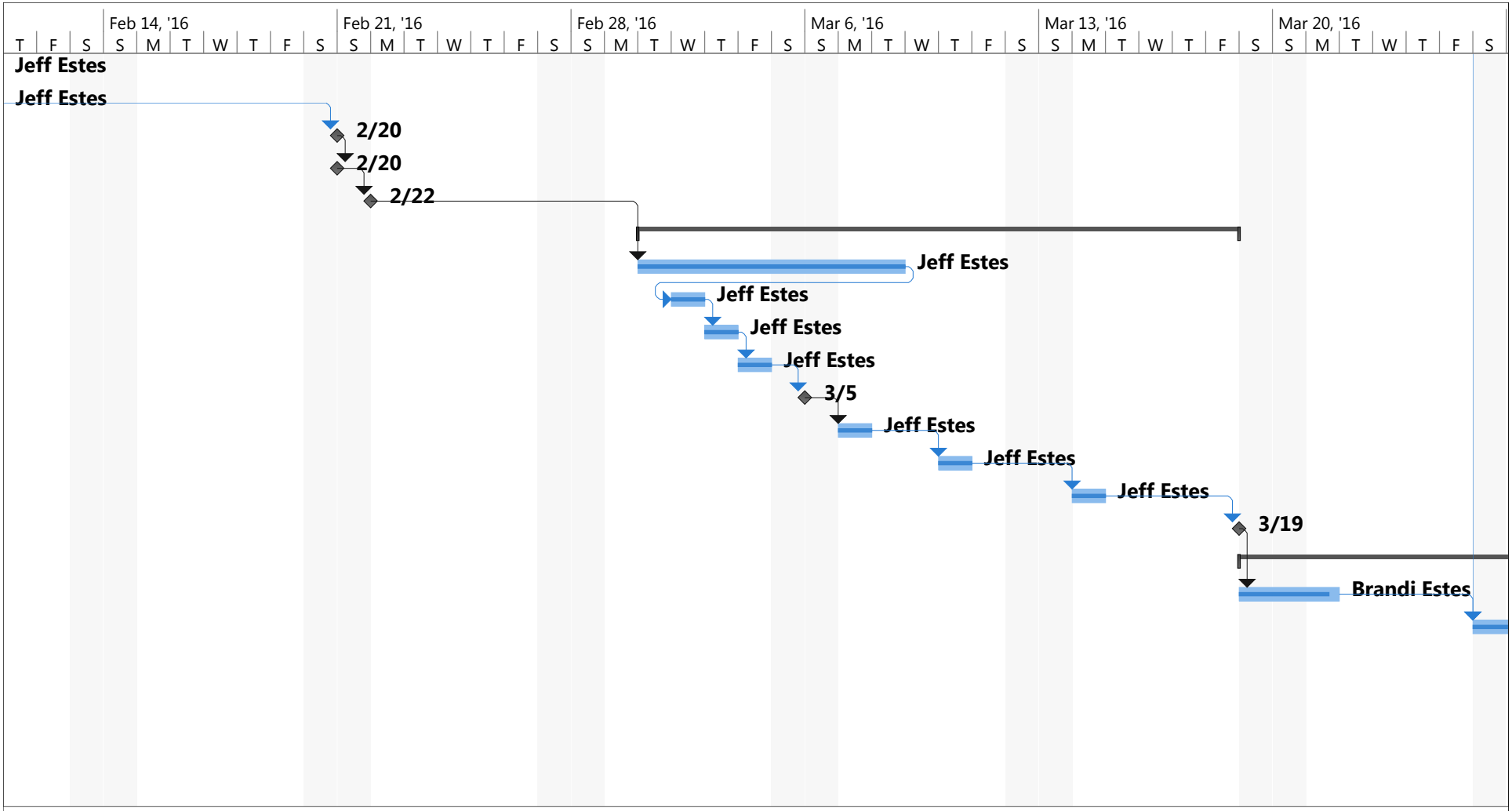

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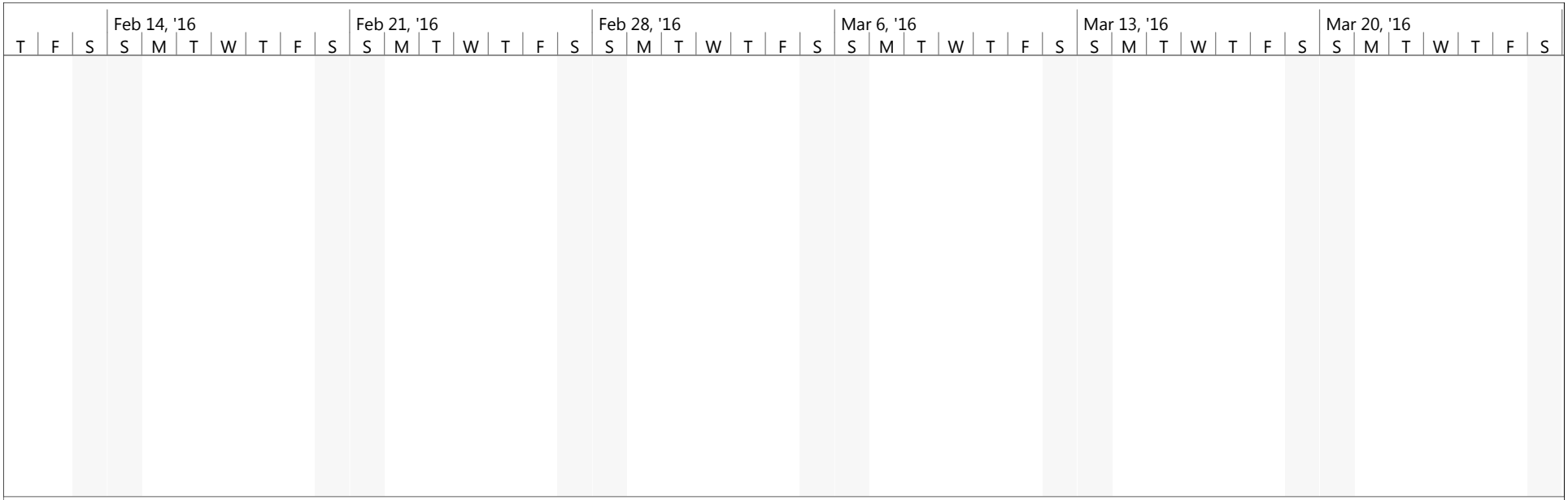

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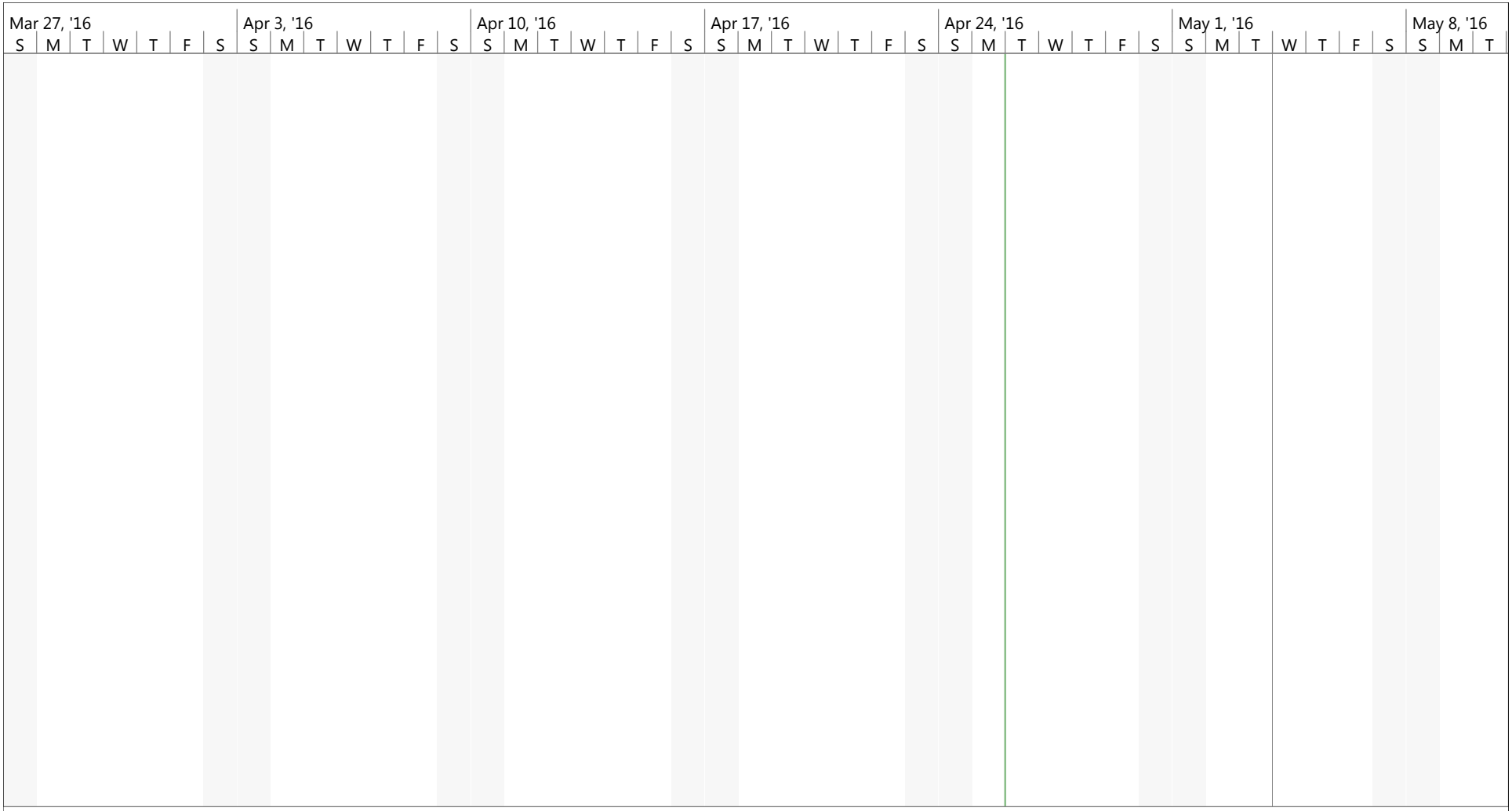

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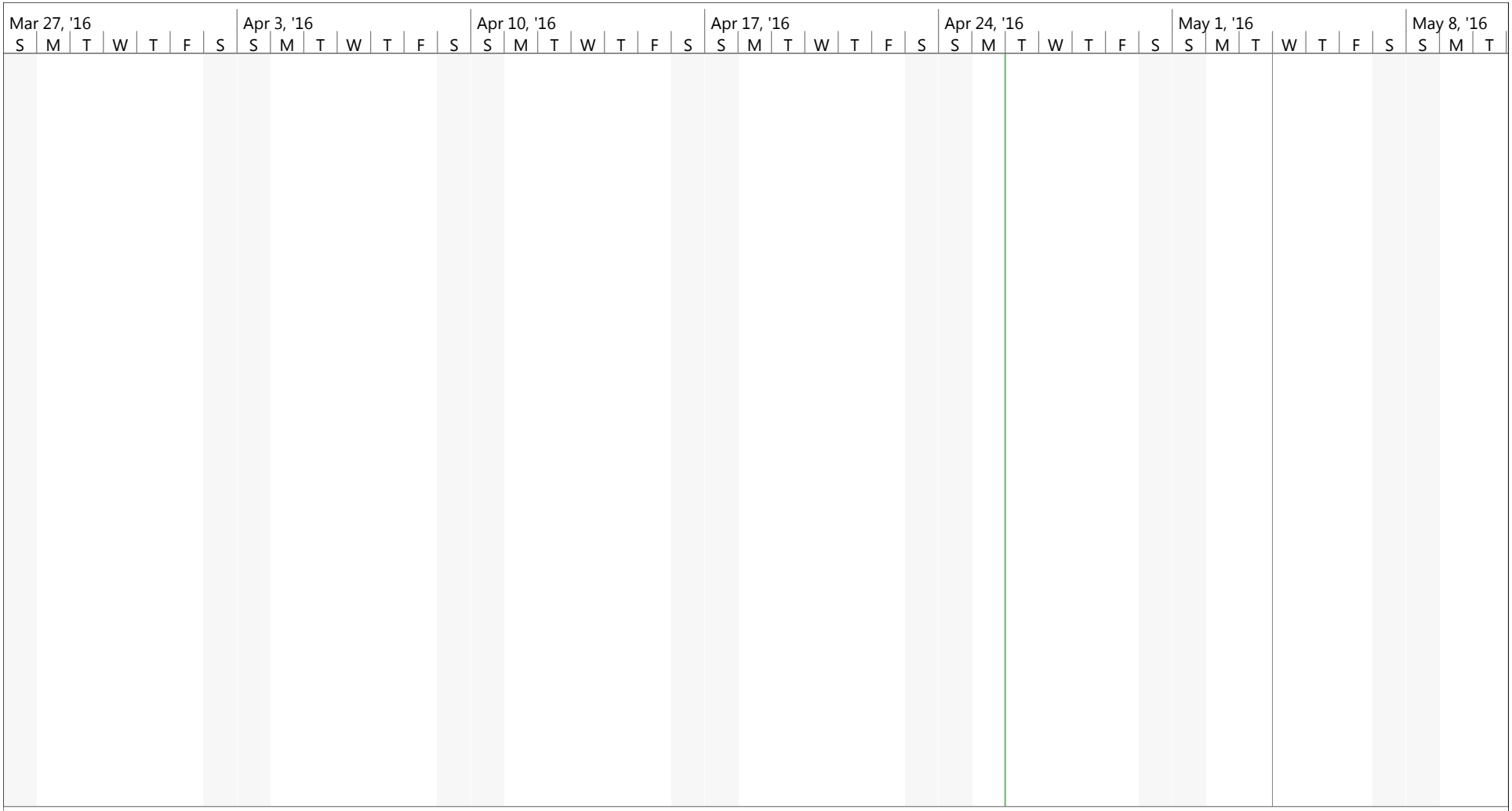

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Project Summary		Manual Summary		Manual Progress	
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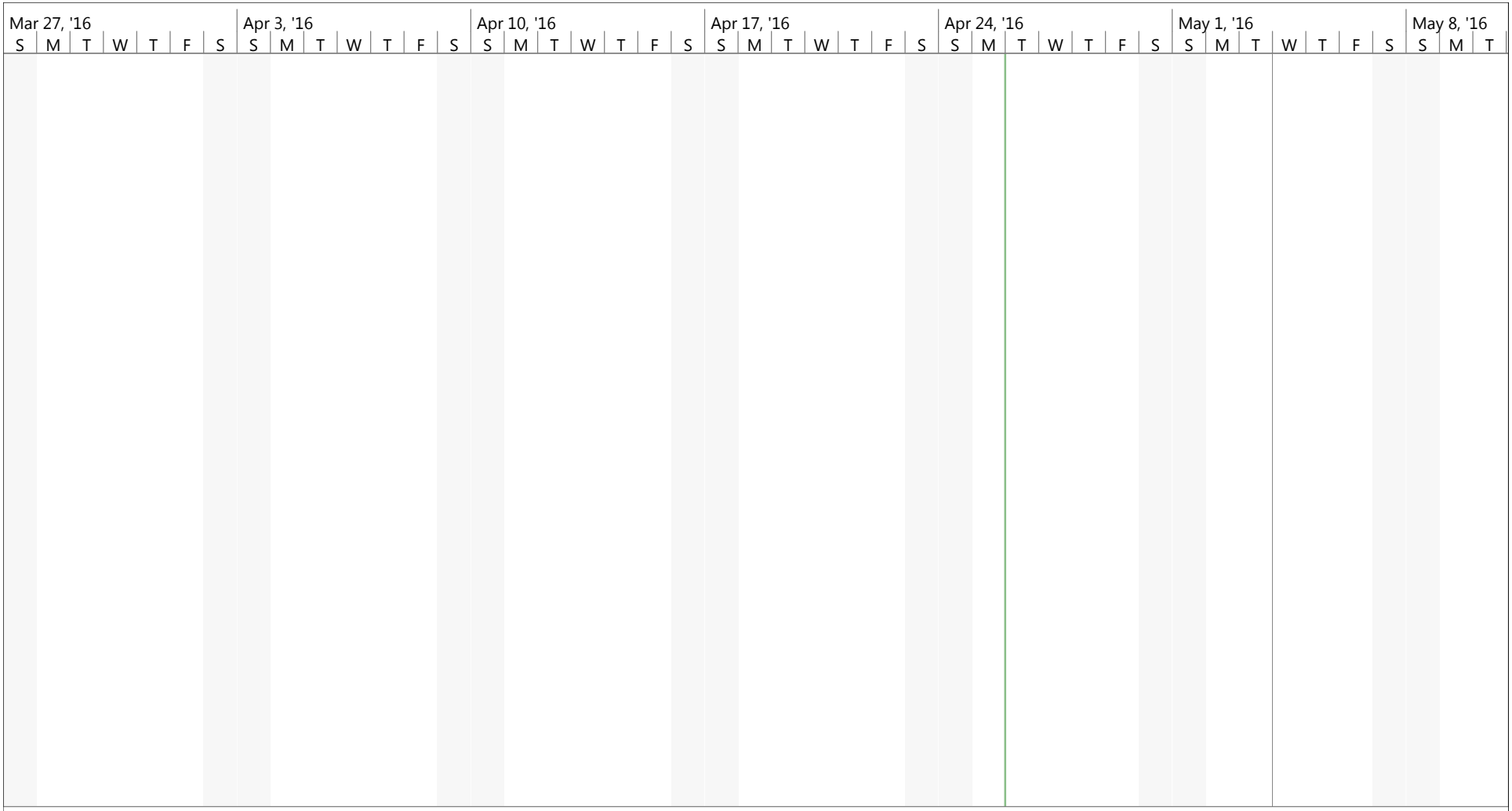
Inactive Milestone		Finish-only			



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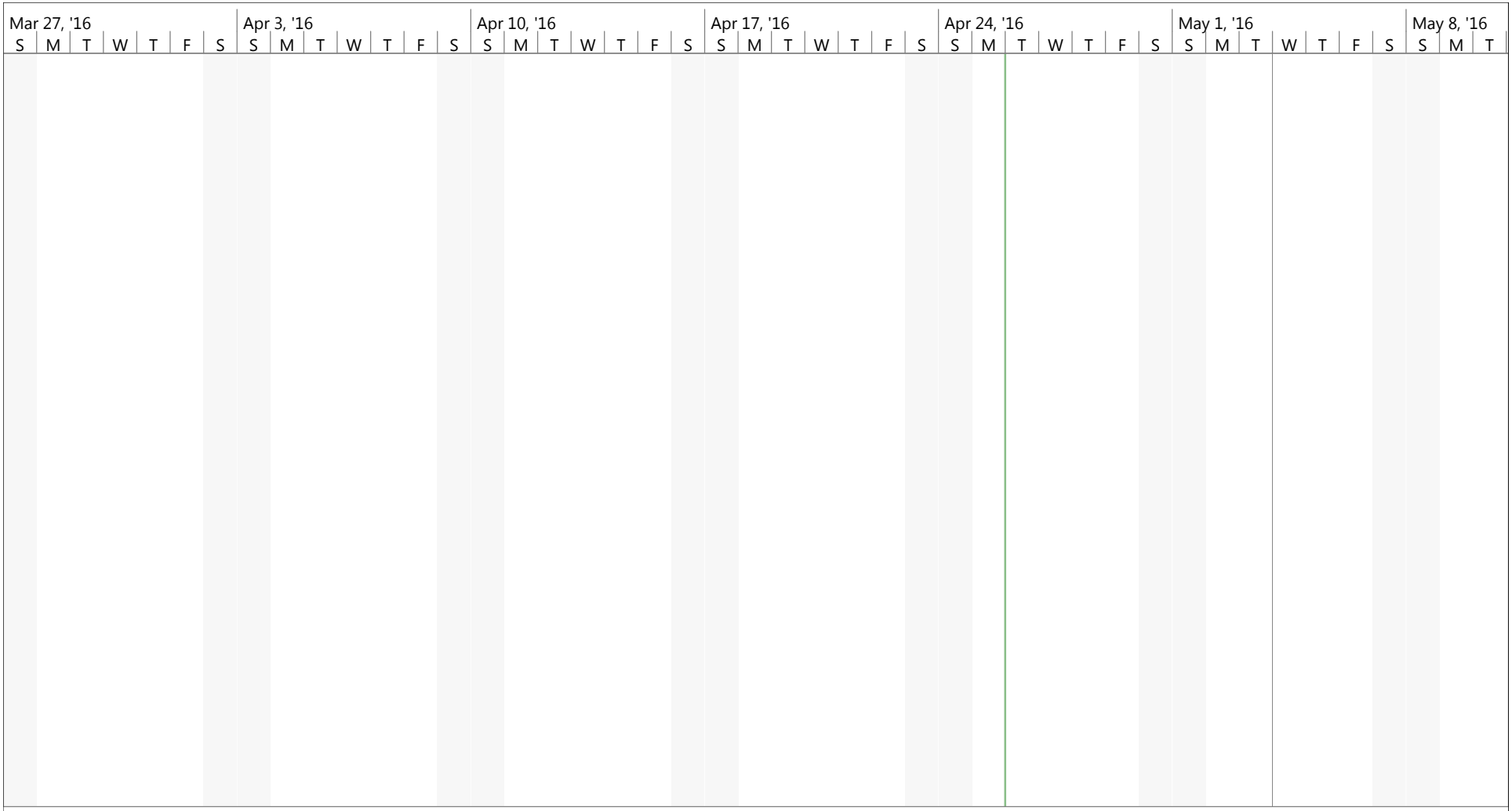

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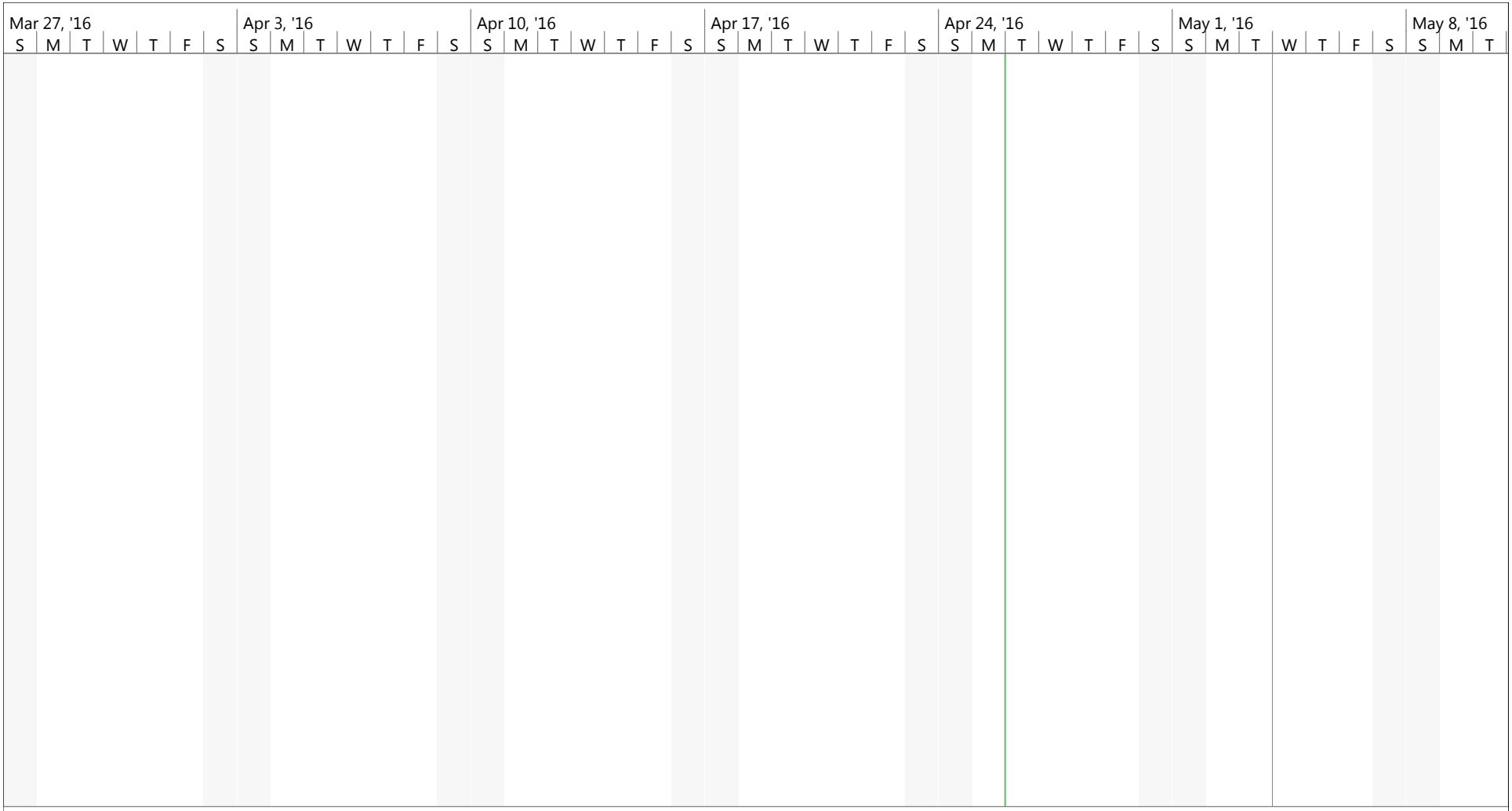

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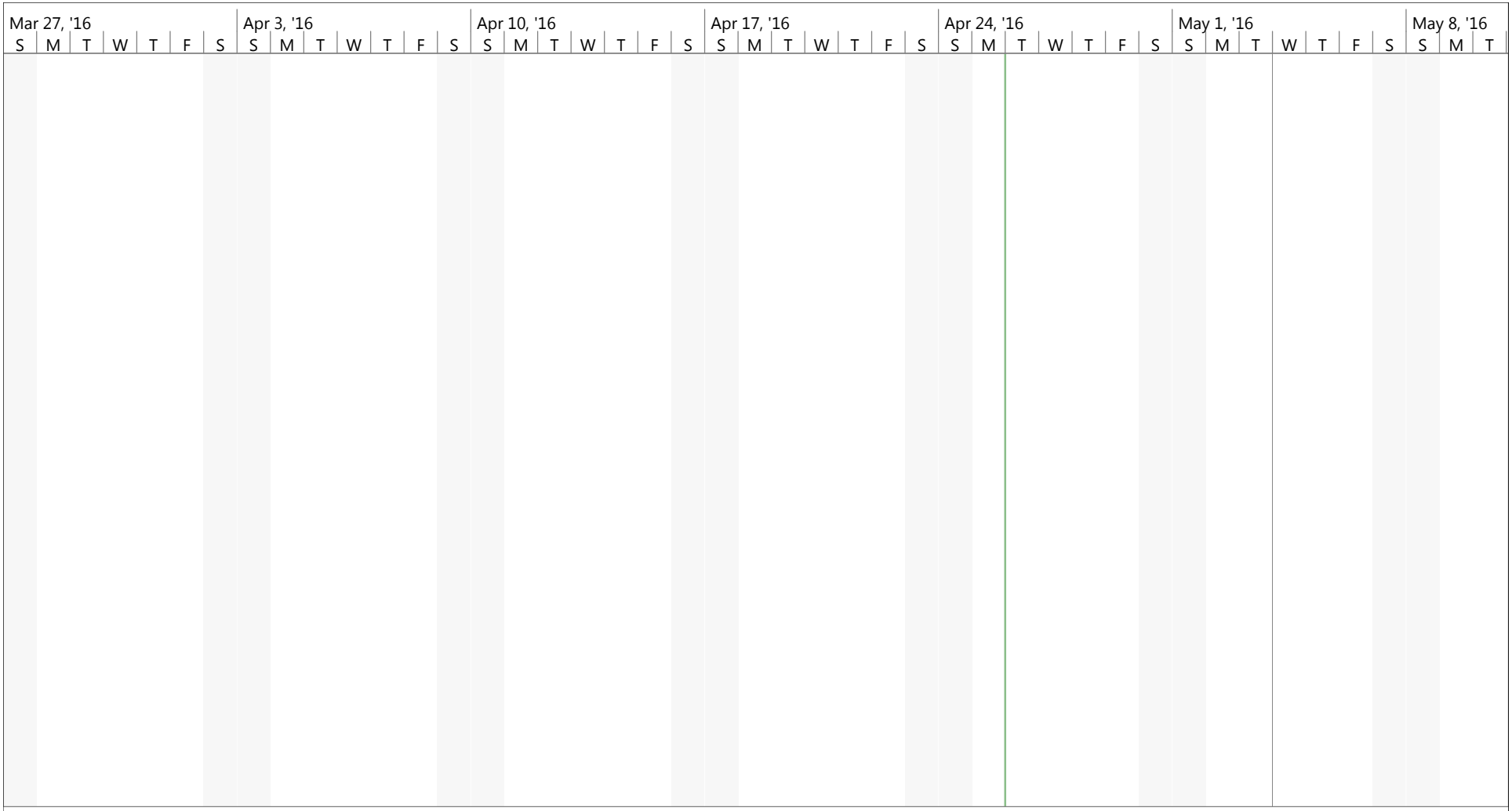

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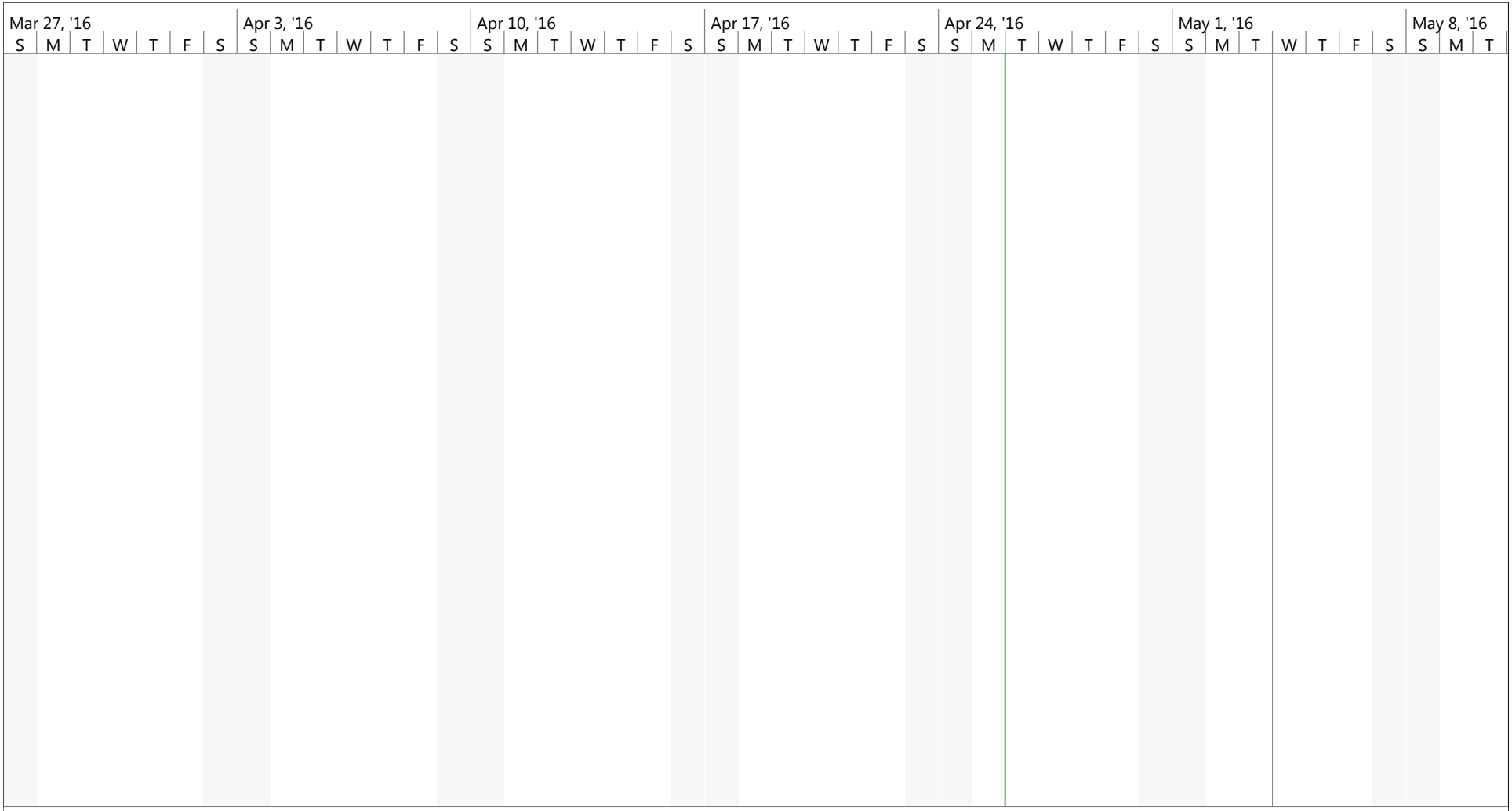

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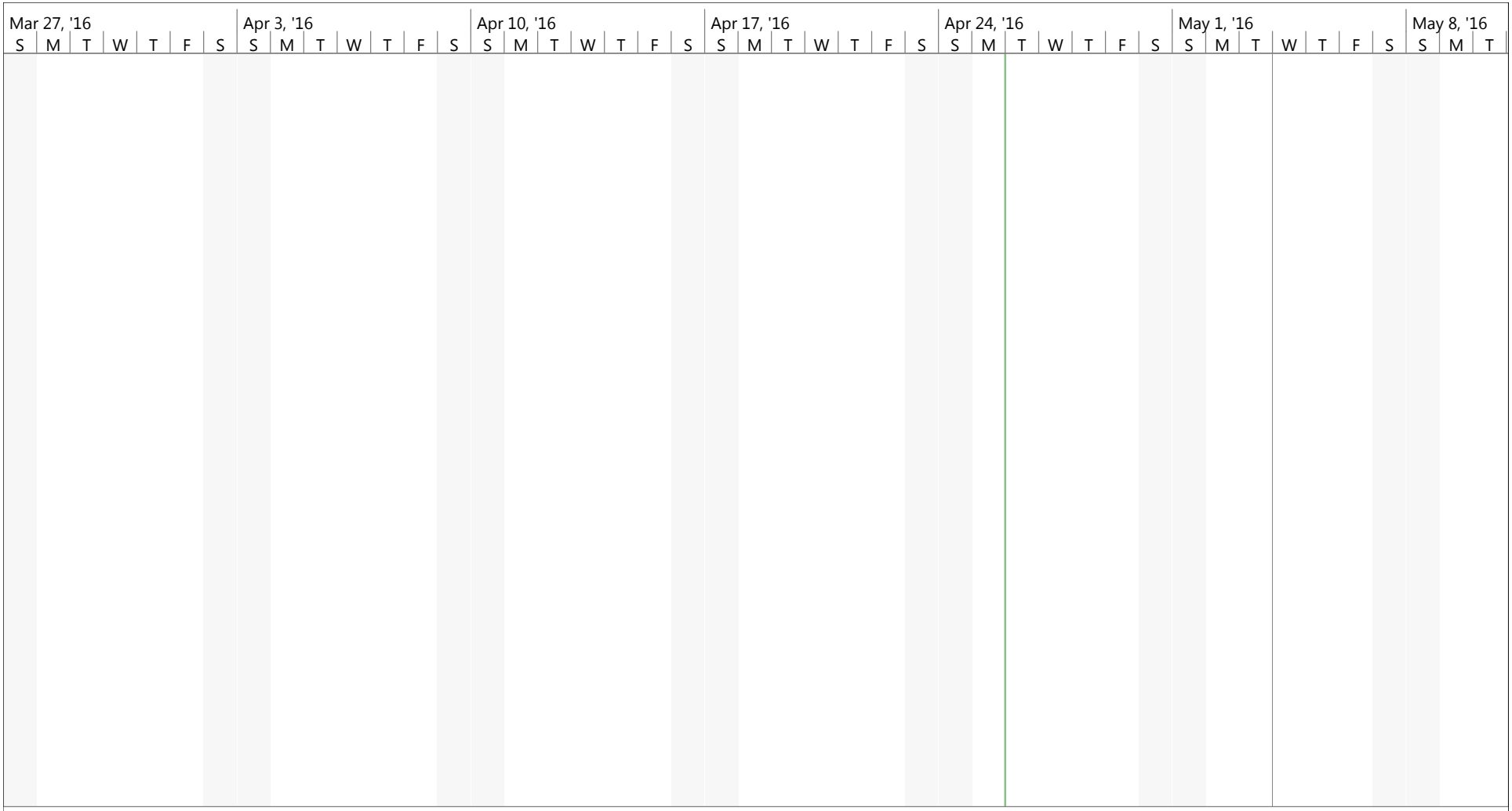

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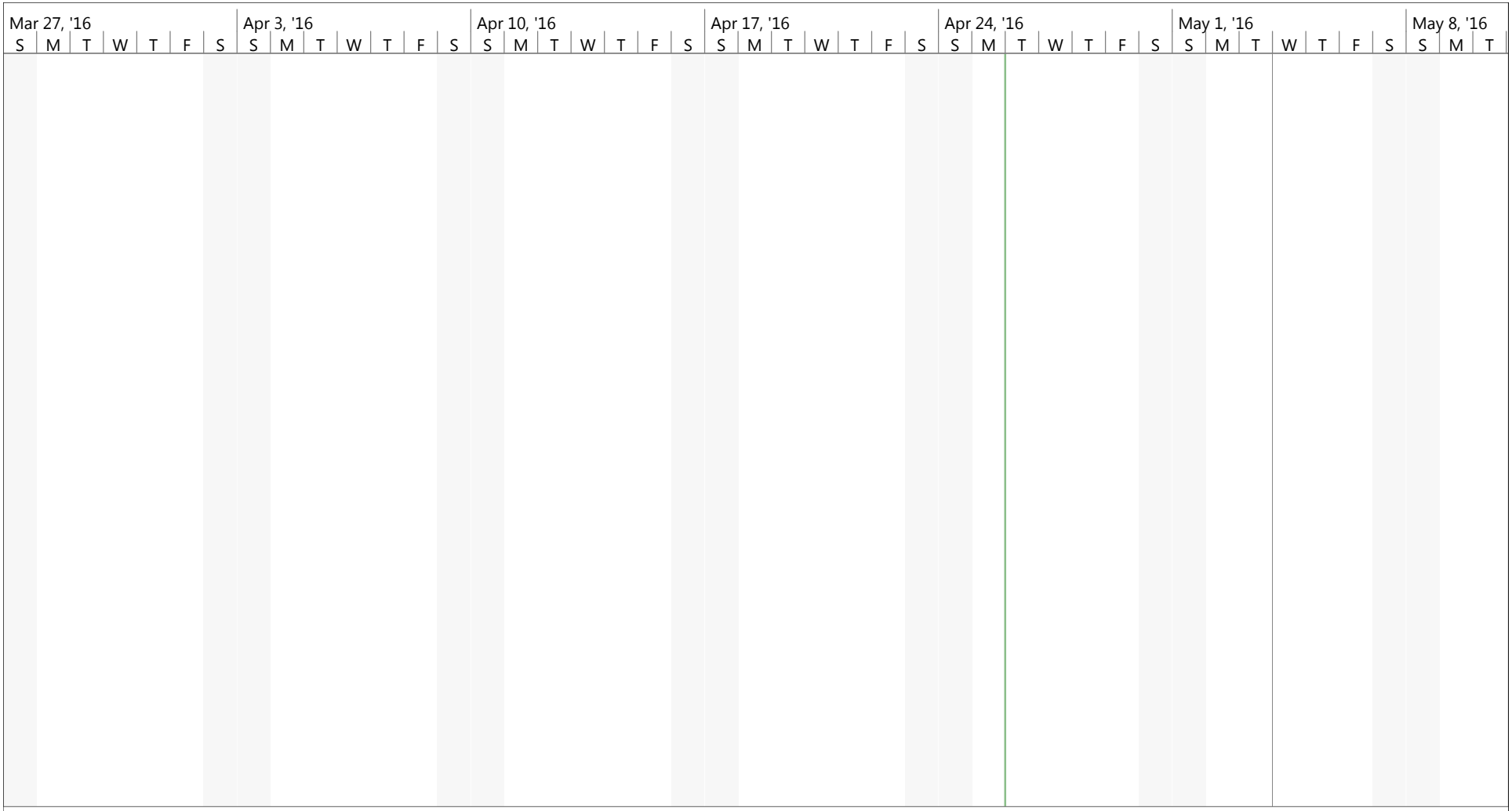

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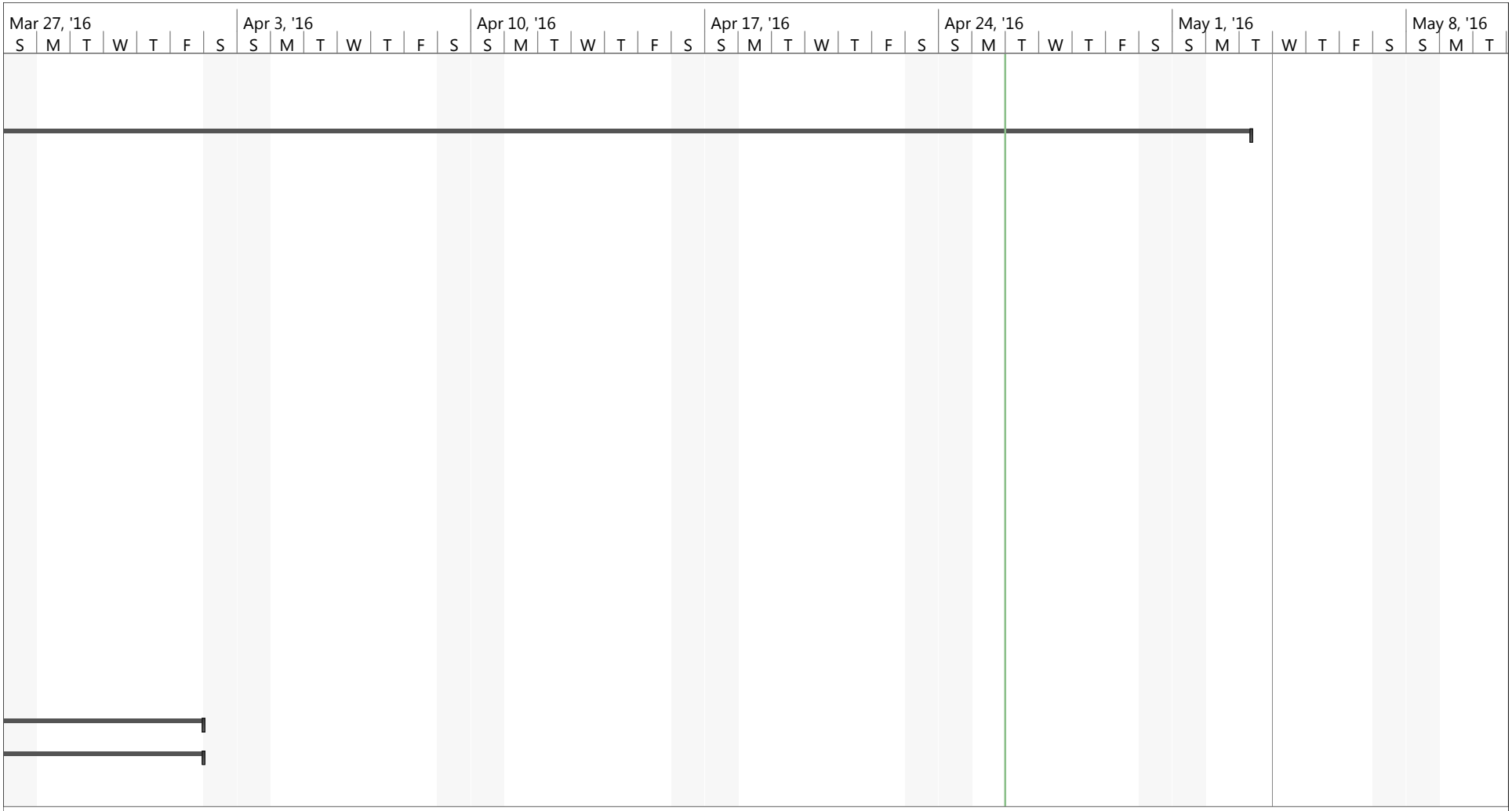

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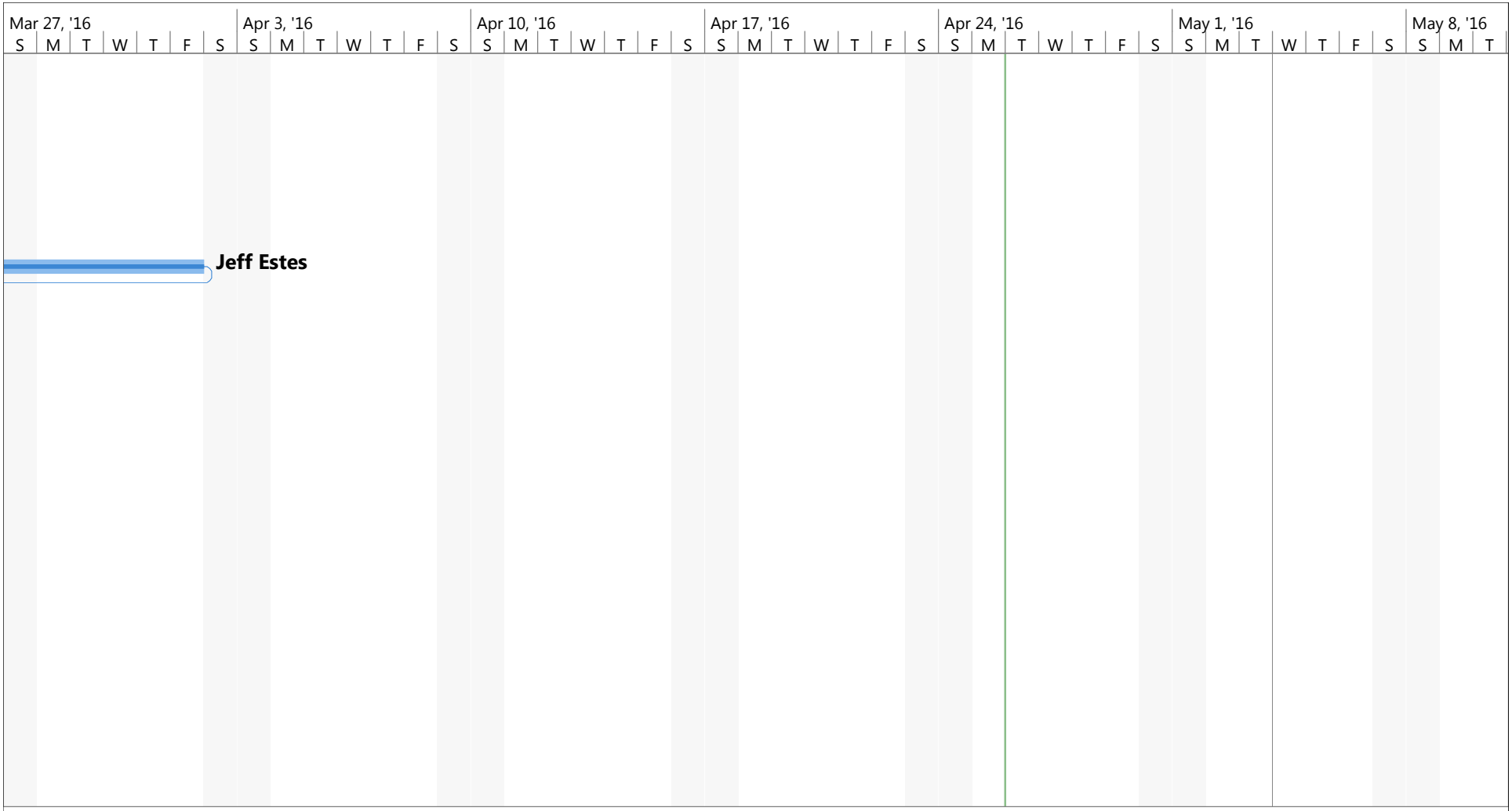

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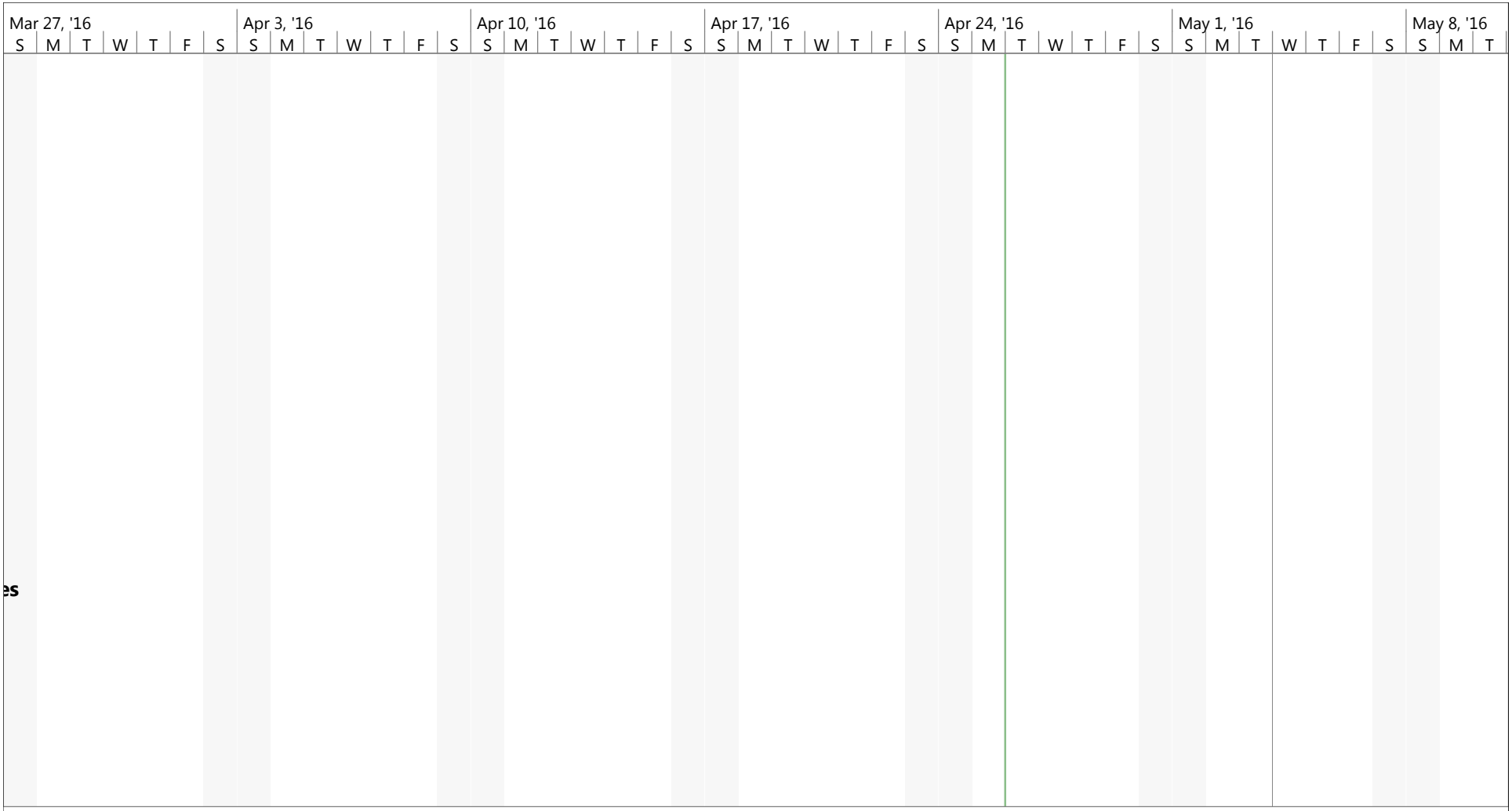

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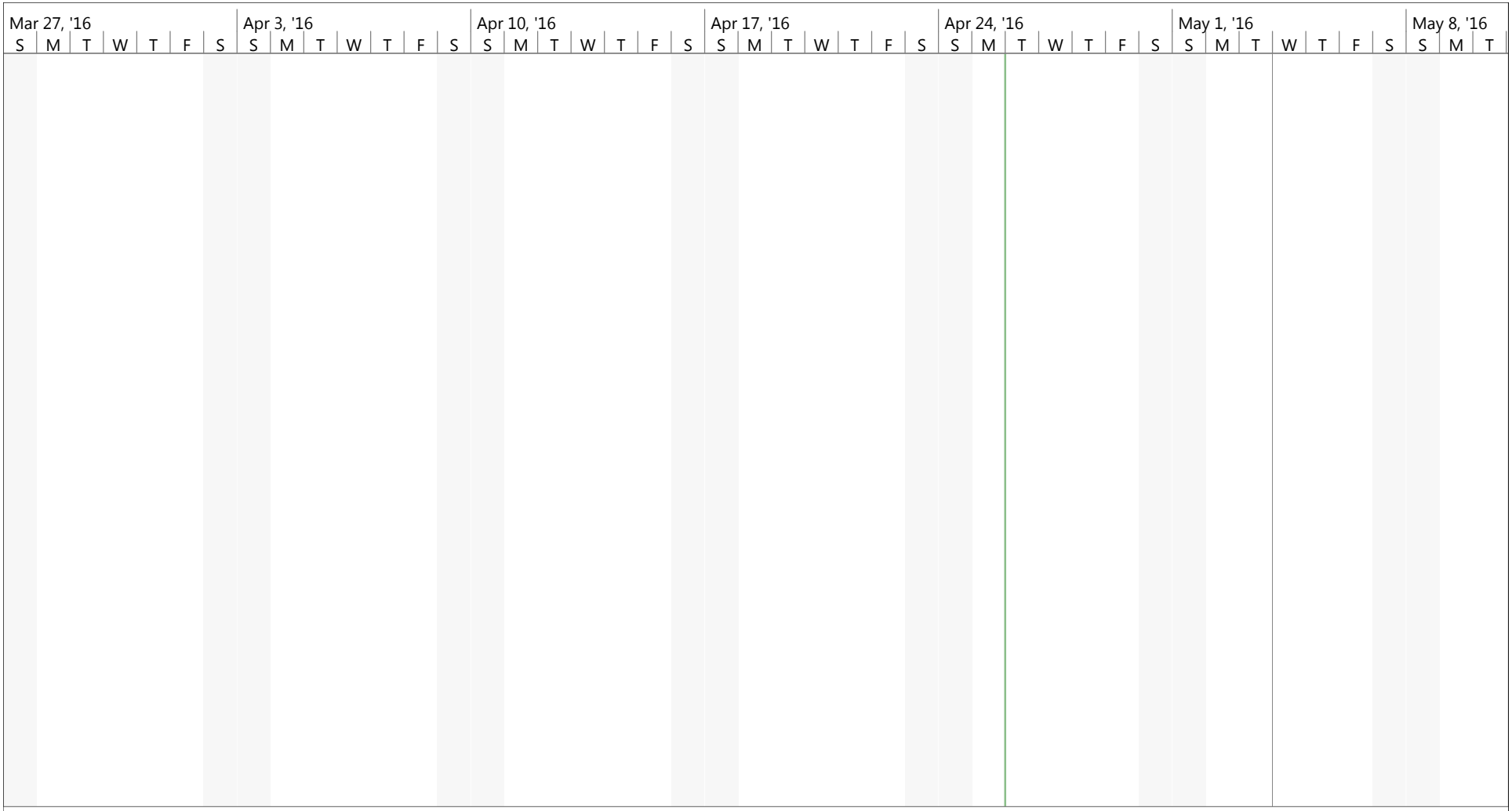

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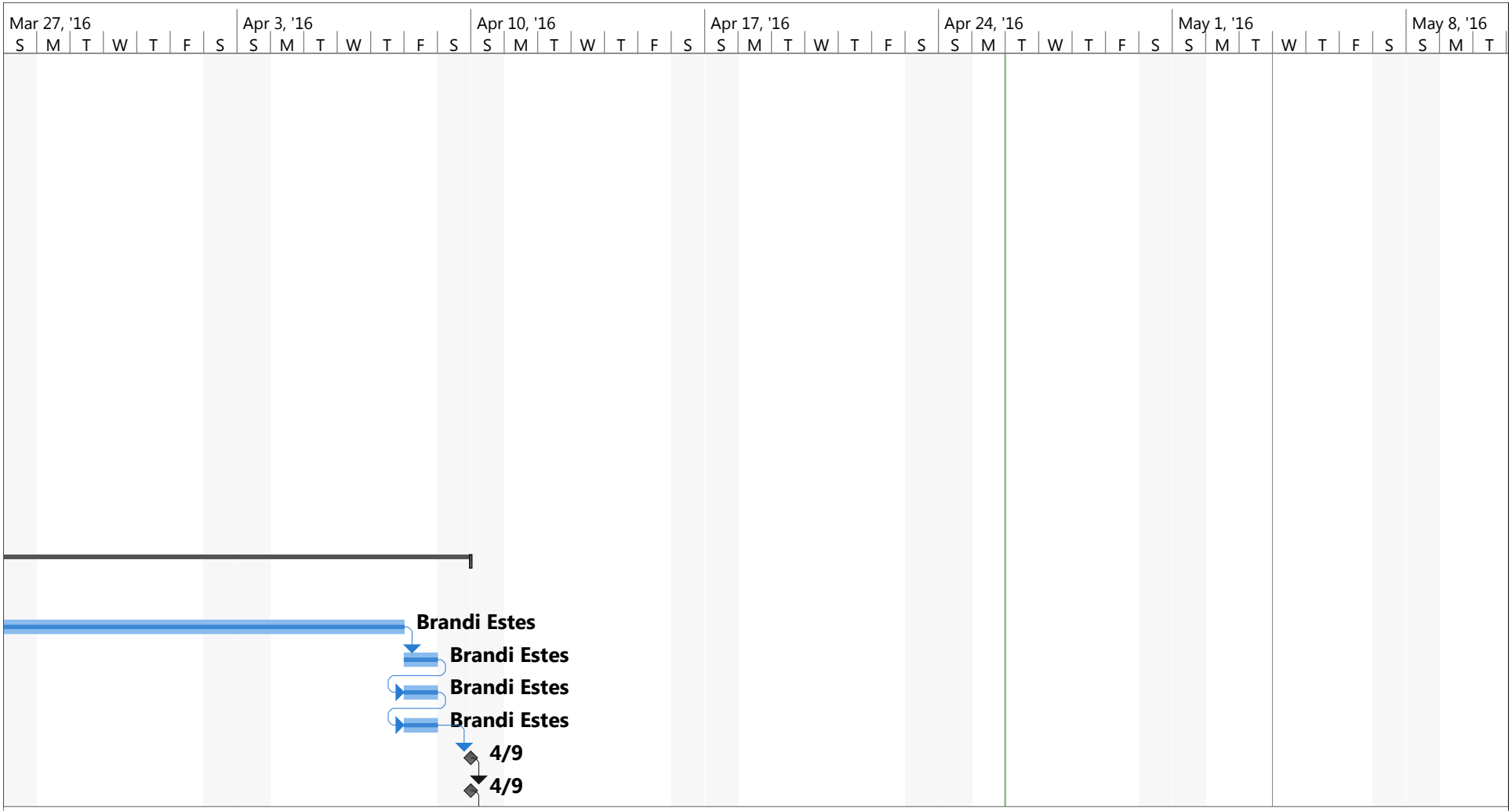

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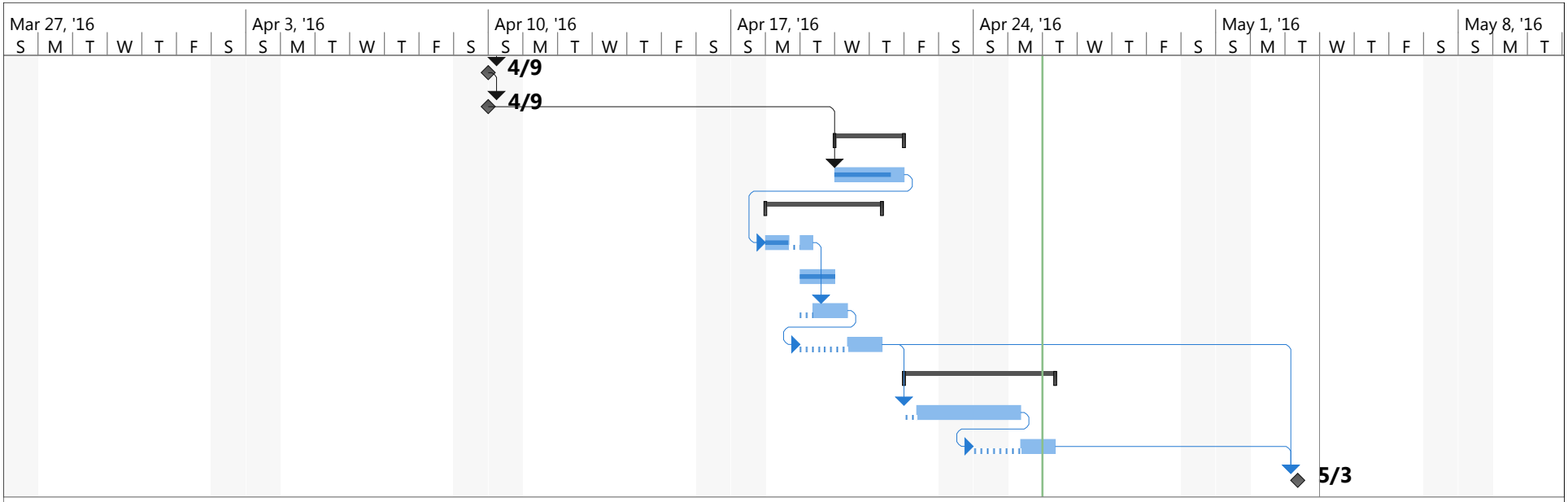

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Research Consent Form

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses

Introduction

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Interviews and surveys for this project are designed to ask stakeholders who are currently identified within Annex B about what their present knowledge of the plan is, and what stakeholder they currently know participate in an emergency response and what regulatory stake they have during a response effort.

Research is being conducted to gather ideas, better understand experience, and support development of the following deliverables:

- A Quick Reference Pamphlet (QRP)
- A stakeholder register
- Recommendation for intended users of the Unified Plan to better understand the plan.

Please ask any questions you may have now or during the survey and/or interview. The researcher is Jeff Estes. You may contact Jeff Estes at jeff.l.estes@gmail.com or by phone at 907-205-0705.

Consent for Participation

VOLUNTARY NATURE OF PARTICIPATION: Your participation in this study is voluntary. If you don't wish to participate, or would like to end your participation in this study, you may quit at any time.

CONFIDENTIALITY: Your name will not be attached to your interview responses. Your name and any other identifiers will be kept in a locked file that is only accessible to me. Any information from this study that is published will not identify you by name.

BENEFITS: There will be no direct benefit to you from participating in this study.

If you have any questions or concerns about your rights as a research participant, please contact Sharilyn Mumaw, Research Compliance Officer, at (907) 786-1099 or email at simumaw@uaa.alaska.edu

Your signature on this consent form indicates that you fully understand the above study, what is being asked of you in this study, and that you are signing this voluntarily. If you have any questions about this study, please feel free to ask them now or at any time throughout the study.

Your Signature _____ Date 12-8-15

Your Printed Name SHANNON MILLER

Signature of Researcher _____

Jeff Estes, Project Manager

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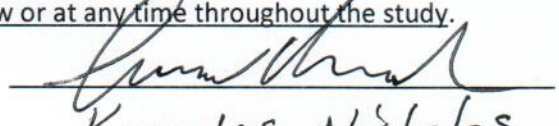
Your Signature  Date 12/14/15

Your Printed Name Knowles, Nicholas

Signature of Researcher 

Jeff Estes, Project Manager

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Your Signature Verbrugge Date 12-11-15

Your Printed Name Lori A. Verbrugge

Signature of Researcher

Jeff Estes, Project Manager

Collective Results from all 4 groups

Long Questions	Short Questions		Fed /State	Natural Resource Trustee	RPIC	Contractors
	Confidentiality	*Q1*	1.0	1.0	1.0	1.0
New to Alaska?	New to AK	*Q2*	1.6	1.0	1.0	1.0
Have knowledge of the Unified Plan	Know of UP	*Q3*	1.0	1.2	1.5	1.0
Are you familiar with Annex B?	Know of Annex B	*Q4*	1.1	1.6	3.0	1.3
New to a response role?	New to Response	*Q5*	1.0	1.0	1.0	1.0
Do you have appropriate ICS Training?	Level of ICS Training	*Q6*	1.0	2.2	1.0	1.7
Lacking response experience?	Response Experience	*Q7*	1.6	1.0	2.0	1.0
If you had a quick reference pamphlet wood you like?	QRP Need	*Q8*	2.0	1.4	5.0	2.3
Do you know what AK Response Plan provides Natural resource trustee access to UC?	Agencies Access to UC	*Q9*	1.0	1.4	3.0	1.7
How would you rate your power to impact a Response objective?	Power to influence	*Q10*	1.7	2.4	2.5	1.0

Summary of survey results

Q1- Confidentiality Statement. Everyone had to agree in order to proceed. - As expected

Q2- Most are from or have been in Alaska for a while. - As expected

Q3- Groups 1 and 4 have more knowledge than 2 and 3. - As expected

Q4- Groups 1 and 4 have more knowledge than 2 and 3. - As expected

Q5- Most are NOT new to a response role. - As expected

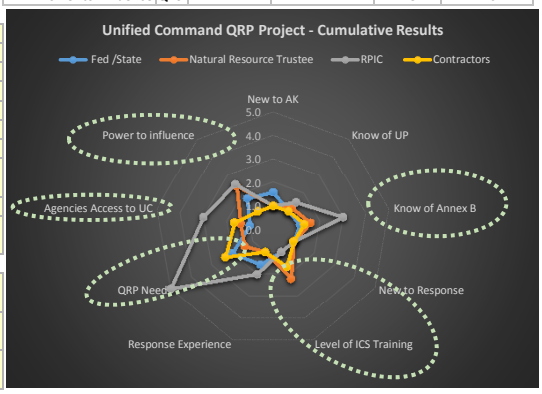
Q6- Groups 1, 3, and 4 have high level of ICS training. **Group 2 is lacking.**

Q7- All have response experience - which is important to this project. - As Expected

Q8- Group 2 and 3 are most interested whereas groups 1 and 4 are least interested, but are still interested. - QRG Proof of Concept justification

Q9- As expected for all groups

Q10- Group 1 does not have full understanding for their coordinator role, nor does Group 2 feel they have necessary access to Group 1 during a response. - **An unexpected result**



Key conclusions

- Group 1 needs to better understand their regulatory "coordinator" roles - including a better comprehension of Natural Resource Trustees obligations during a response.

- Group 2 needs to better understand the Unified Plan and their access to the Unified Plan / Command during a response.

- Groups 1, 2, 3 and to a lesser extent group 4 all would benefit from having a QRG within scope of this project.

Group 1 - Federal and State UC Representatives

Long Questions	Short Questions		Recipients 1	2	3	4	5	6	7
Agree to Survey	Confidentiality	Q1	1	1	1	1	1	1	1
New to Alaska?	New to AK	Q2	1	1	1	1	1	1	5
Have knowledge of the Unified Plan	Know of UP	Q3	1	1	1	1	1	1	1
Are you familiar with Annex B?	Know of Annex B	Q4	1	1	1	1	1	1	**2**
New to a response role?	New to Response	Q5	1	1	1	1	1	1	1
Do you have appropriate ICS Training?	Level of ICS Training	Q6	1	1	1	1	1	1	1
Lacking response experience?	Response Experience	Q7	1	1	1	1	1	**3**	**3**
If you had a quick reference pamphlet would you like?	QRP Need	Q8	1	1	2	2	2	2	**4**
Do you know what reference provides Natural resource trustee access to UC?	Agencies Access to UC	Q9	1	1	1	1	1	1	1
How would you rate your power to impact a response objective?	Power to influence	Q10	1	1	1	**2**	**2**	**2**	**3**

Summary - Statement of results by group

Q1- Confidentiality Statement. Everyone had to agree in order to proceed.

Q2- As expected

Q3- Yes, they were expected to know about the UP

Q4- Yes, they were expected to know about Annex B

Q5- Yes, most UC representatives have been doing this for a while

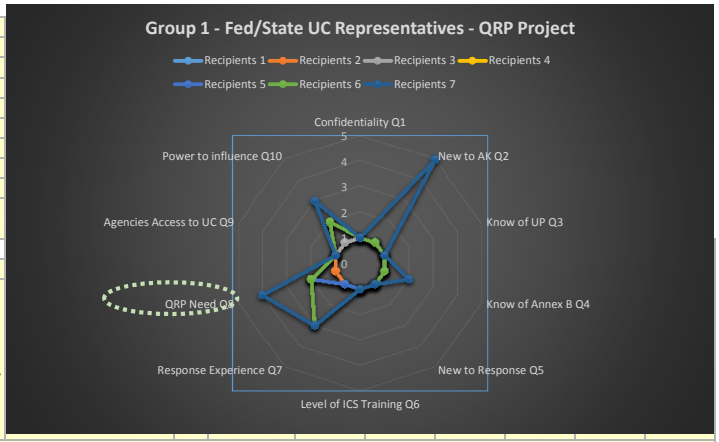
Q6- Yes, most Fed/Stat agencies have extensive experience and training

Q7- This was Interesting. ***One responded did not have expected training!***

Q8- As expected. They believe it to be a useful tool

Q9- As expected.

Q10- This was VERY Interesting!! More than half thought they did not have full authority to influence UC.



Key conclusions

- All Responses were as expected from original hypothesis

-Q10: More than half responded with a Strongly Agree and one responded with Neutral. There could be a number of reasons for this - lack of experience or lack of knowledge or even lack of complete understanding of ALL APPLICABLE REGULATIONS. In other words, the way the question was phrased could have indicated to the participant, they should know more about what they are coordinating. Even if half of the respondents answered highest authority, but another answers neutral indicates the need for ALL coordinators to better understand the regulation they are coordination.

- Q8: Conclusion: of the 7 respondents, 2 answered would absolutely help, 4 answered strongly believe would help and 1 answered with a neutral. What can be drawn from these answers is the QRP would be beneficial to the unified command. The Unified Plan is, of course, the answer the plan writers would like for everyone to answer to. But this manual is long as does not address the projects question of which regulations apply for a response - at least not in one succinct location. Additional conclusion can be drawn here:

1. Those in command may not be answering honestly
2. Those whom were selected for the survey, may not be the correct respondents
3. Of the 15 surveys sent only 7 responded and they could be of lower rank, or the higher ranked folks could have responded but not wanted to provide honest feedback.

Group 2 - Federal / State Trustees Agencies

Long Questions

Agree to Survey
New to Alaska?
Have knowledge of the Unified Plan
Are you familiar with Annex B?
New to a response role?
Do you have appropriate ICS Training?
Lacking response experience?
If you had a quick reference pamphlet would you like?
Do you know what reference provides Natural resource trustee access to UC?
How would you rate your power to impact a response objective?

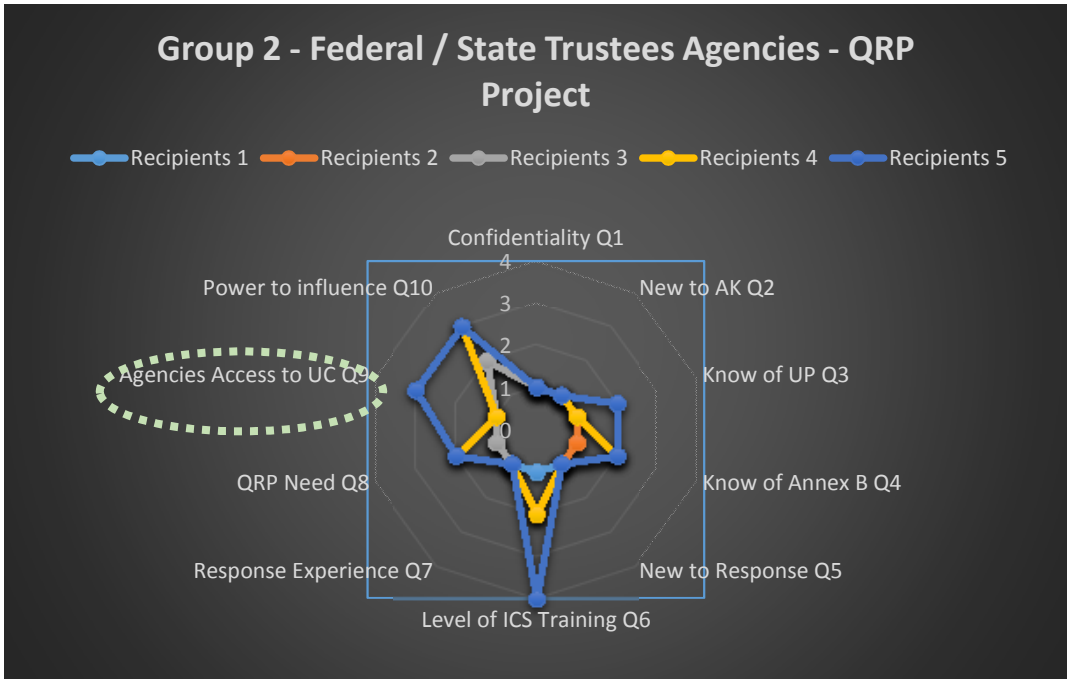
Summary of answers

Q1- Confidentiality Statement. Everyone had to agree in order to proceed.
Q2- Most Natural Recourse Trustees have been in Alaska for a while
Q3- Most have *somewhat* knowledge of the Unified Plan
Q4- Lesser have knowledge of the Unified Plan
Q5- They all stated No, but all are lacking ICS training
Q6- All have the minimum except for one.
Q7- All stated to have participated in numerous responses
Q8- All stated *something* would be beneficial to have
Q9- 90% feel they have sufficient access to Unified Command
Q10- Just as expected….the natural resource Trustees are lacking attention of the Group 1 - agency coordinators

Key conclusions

- Q4: over 60% of the respondents answered to the Unified Plan as a Known, Unknown, which indicates the respondents are not getting the appropriate training needed to be familiar with their response roles as natural resource trustees. Annex B provides structure to their responsivities within an ICS structure.
- Q6: over 90% are minimally trained, with one having no ICS Training. The folks in these p necessarily want to be in a response role. The training they are offered is more than likely
- Q10: This question was targeted to this particular category of stakeholders - as this proje very surprising - and disappointing result - One of the primary responsibly of an On-Scene the tactical ones). The results were 40% indicating they did not know if they have power t
- Q8: 90 % strong or absolute helpful to have a QRP.

Short Questions		Recipients 1	2	3	4	5
Confidentiality	*Q1*	1	1	1	1	1
New to AK	*Q2*	1	1	1	1	1
Know of UP	*Q3*	1	1	1	1	2
Know of Annex B	*Q4*	1	1	**2**	**2**	**2**
New to Response	*Q5*	1	1	1	1	1
Level of ICS Training	*Q6*	1	2	2	2	**4**
Response Experience	*Q7*	1	1	1	1	1
QRP Need	*Q8*	1	1	1	**2**	**2**
Agencies Access to UC	*Q9*	1	1	1	1	3
Power to influence	*Q10*	2	2	2	**3**	**3**



position are more than likely in a collateral duty positon for response and do not
with the Coast Guard or OGA.

ect is aimed at environmental regulations and who regulated them. This question reviewed
Coordinator (OSC) is to Coordinate the completion of regulatory objectives (in addition to
o influence the UC (with environmental obligations).

Group 3 - Responsible Party

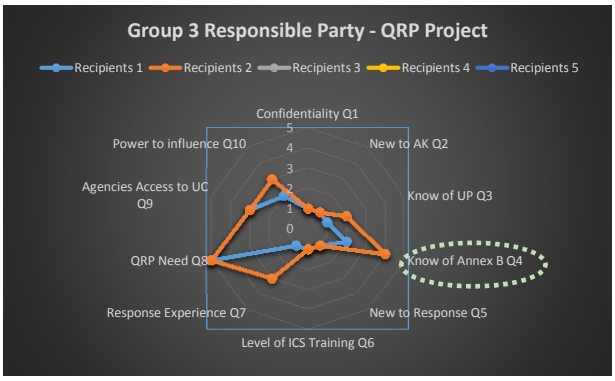
Long Questions	Short Questions		Recipients 1	2	3	4	5
Agree to Survey	Confidentiality	*Q1*	1	1			
New to Alaska?	New to AK	*Q2*	1	1			
Have knowledge of the Unified Plan	Know of UP	*Q3*	1	2			
Are you familiar with Annex B?	Know of Annex B	*Q4*	2	**4**			
New to a response role?	New to Response	*Q5*	1	1			
Do you have appropriate ICS Training?	Level of ICS Training	*Q6*	1	1			
Lacking response experience?	Response Experience	*Q7*	1	**3**			
If you had a quick reference pamphlet would you like?	QRP Need	*Q8*	5	5			
Do you know what reference provides Natural resource trustee access to UC?	Agencies Access to UC	*Q9*	**3**	**3**			
How would you rate your power to impact a response objective?	Power to influence	*Q10*	**2**	**3**			

Summary - Statement of results by group

Q1- Confidentiality Statement. Everyone had to agree in order to proceed.
Q2- Both have been in Alaska for over 10 years
Q3- One know and the other did not. Project Manager had provided training last year.
Q4- There was some awareness, whereas the other had no idea.
Q5- Both are not new to their response roles
Q6- Both have high level of ICS training - Most ICS training does not involve knowledge of regulatory objectives.
Q7- Only moderate experience
Q8- Both strongly agree having a quick reference pamphlet would be excellent tool.
Q9- Industry does not grasp the relationship between Group 1 and 2.
Q10- Both respondent feel they have some power of the Unified Command due to their position as an RP, which indicates they have experience working with Group 1 and 2 during a response

Key conclusions

- There is a lack of general agency relationship awareness
- This lack of awareness could be due to Unified Plan not useable
- Q8 - there is a strong and consistance desire for such a product



Group 4 - Response Contractor

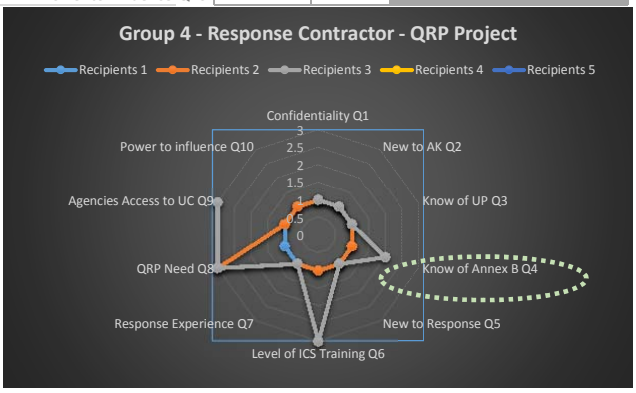
Long Questions	Short Questions		Recipients 1	2	3	4	5
Agree to Survey	Confidentiality	Q1	1	1	1		
New to Alaska?	New to AK	Q2	1	1	1		
Have knowledge of the Unified Plan	Know of UP	Q3	1	1	1		
Are you familiar with Annex B?	Know of Annex B	Q4	1	1	2		
New to a response role?	New to Response	Q5	1	1	1		
Do you have appropriate ICS Training?	Level of ICS Training	Q6	1	1	**3**		
Lacking response experience?	Response Experience	Q7	1	1	1		
If you had a quick reference pamphlet would you like?	QRP Need	Q8	1	**3**	**3**		
Do you know what reference provides Natural resource trustee access to UC?	Agencies Access to UC	Q9	1	1	**3**		
How would you rate your power to impact a response objective?	Power to influence	Q10	1	1			

Summary - Statement of results by group

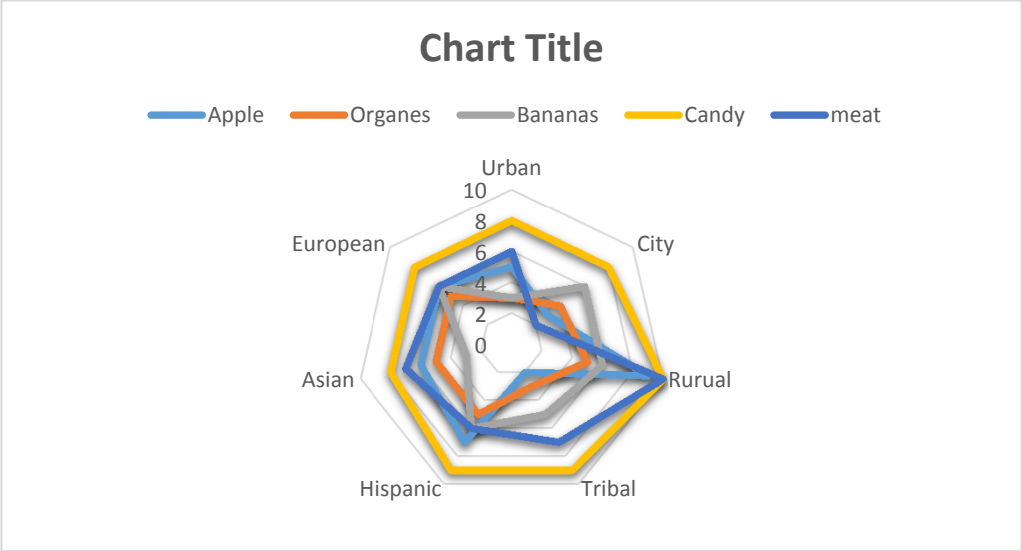
Q1- Confidentiality Statement. Everyone had to agree in order to proceed.
Q2- All have been in Alaska for a while.
Q3- All know about the plan.
Q4- Of those who took the survey, all by one absolutely knew about the plan.
Q5- For this group, responses are a career.
Q6- All but one were highly trained in ICS. Knowledge of ICS is not necessary for this group.
Q7- All have response experience.
Q8- All were in high support with the exception of one.
Q9- All are aware of relationship between group 1 and 2 except one
Q10- This question was irrelevant to this group.

Key conclusions

- There is a lack of general agency relationship awareness
- Having a QRP would possiby negate intellecual knowledge of how a respone would work. This knowledge is profitable as a consultant to industry who could potentially pollute.



Category	Urban	City	Rurual	Tribal	Hispanic	Asian	European
Apple	5	3	9	2	7	6	6
Organes	3	4	5	3	5	5	5
Bananas	3	6	6	5	6	3	6
Candy	8	8	10	9	9	8	8
meat	6	2	10	7	6	7	6



Needs to be planned

Directions: This spreadsheet represents qualitative data from a survey of a sample populations from categorical groups as noted below

Categorical Groups

Group 1- Federal or State Unified Command Representatives
Group 2 - Federal & State Trustee Agencies
Group 3 - Responsible Party (high potential of pollution industries)
Group 4 - Response Contractors

Updated Questions with updated responses for radar chart

Q1) Confidentiality Statement (1) Yes / (2)

Q2) New to Alaska – Yes (5) or No (1)

Q3) Do you Know about the Alaskan Unified Plan – (5) through (2)

- "Yes absolutely know abc (5) Known Knowns – things in our plan (1)
- "I knew there was somet (4) Known Unknowns – things we know we don't know (2)
- ""They" know so I don't h (3) Unknowns Knows – assumptions (3)
- "I did not know it existed (2) Unknown Unknowns (4)

Q4) Are you familiar with Annex B of the Unified Plan (5) through (2)

- "Yes absolutely know abc (5) Known Knows – things in our plan (1)
- "I knew there was somet (4) Known Unknowns – things we know we don't know (2)
- ""They" know so I don't h (3) Unknowns Knows – assumptions (3)
- I didn't know it existed". (2) Unknown Unknowns (4)

Q5) Are you new to a responders role?

- Yes (5) or No (1)

Q6) What level of ICS training do you currently have –

- Highly Trained	ICS 100, 200, 300, and c	(5) (1)
- Medium trained	ICS 100 or 200, 300 -	(4) (2)
- Barely trained	not sure	(3) (3)
- No training	no training	(2) (4)

Q7) How much response experience do you have - (5) through (2)

- I have participated in ma (5) (1)
- I have participated in onl (3) (3)
- I have not participated in (1) (5)

Q8) If you had a quick reference to help you better understand what regulators have a stake within a response to pollution, how would you respond:
If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

- Absolutely would be grea (5) (1)
- Strongly believe this wou (4) (2)
- Agree this would help eit (3) (3)
- Neutral – Yes, the inform (2) (4)
- Disagree. All the answers (1) (5)

Q9) Do you know what Alaskan response plan provides regulators access to the Unified Command (i.e. through the
Federal and State On-Scene Coordinators)?

- Yes	(5)	(1)
- Not sure	(3)	(3)
- None	(0)	(5)

Q10) How would you rate your agency's power to impact a regulatory objective?

Note: A regulatory response objective is not a term normally found in traditional ICS. The normal objectives are either operational or management. However, for the purposes of this prc

- Highest authority	(5)	(1)
- Strongly agree	(4)	(2)
- Neutral - do not know	(3)	(3)
- Strongly disagree	(2)	(4)
- Absolutely no power and	(1)	(5)

›ject, the term "regulatory objectives" provides reference to a Natural Resource Trustee's delegated authority to protect environmental resources of the United State and its territories. These ot

›jectives support the response in ensuring the environment is cleaned and protected to the satisfaction each agency with jurisdiction

Master of Science in Project Management

University of Alaska

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses Project

Project *Knowledge Area* Narrative

Version 2.0 • 8 APR 2016

Modified by	Title	Signature	Date
Jeff Estes	Project Manager	*Jeff Estes*	PPM#5 – 7 Dec 15
Jeff Estes	Project Manager	*Jeff Estes*	Final Deliverable - 25 Apr 16

Project management knowledge area measurement.

Assignment: *Separate 2-3 page descriptive narrative of how focused knowledge areas were applied and measured during this project.*

I. Risk Management

Why: *Maintaining a realistic schedule is the number 1- 3 risk to this project. Applying out of the box methods to mitigate this issue is key to the timely success.*

Measurement: To correctly measure realized risks for 686B, the PM will simply tally number of realized risk and compare against original risk. By performing this measurement, Project Manager (PM) will gain a better idea of his abilities to plan risk for future projects.

Risk Management

As of 8 April 2016:

Realized Risk = 10 out of 27 (cumulative – 686A, 686r, 686B)

Lessons learned: PM conducted proper risk planning during 686A and continued risk assessment throughout 686r and 686B as well as adding new one. The lessons learned at the conclusion of this project was that of the 27 identified risk only 21 were original to the planning process and another 8 were unanticipated and added after the completion of 686A. As a project manager or supervisor, monitoring any tasks and continued reassessment of new and potential issues that could later become risks must continually be assessed. None of the top 3 risks related to schedules were realized during the project. This was due to planning mitigating solutions to preventing schedule overruns. A bulk of the research vital to the project was conducted in between semesters 686A and 686B.

II. Schedule Management

Reason: *Maintaining a realistic schedule is a highest risk for this project. Being able to leverage different technological methods for tracking multiple tasks is critical. The only three dependent tasks are the academic PPMs, QRP development and final report. All other tasks were planned at the same time and iteratively throughout the planning process.*

Measurement: During 686A, the scheduling approach was more of a Kanban style of task management – scheduling a task, executing the task around already fixed schedule from either work or family, then finally marking it as completed. Also tracking the time it took to complete a task assisted in planning realistic schedules for 686B. For 686B, the Quick Plans Pro iPad edition has been fully laid out with realistic schedule based around the PPM and a few other externally set schedule. This WBS and Gantt schedule has been uploaded to iPhone and exported to MS Projects. The plan is to stick to the plan of using two methods for managing schedule and completion of each task.

The Lessons Learned is during 686B, the scheduling approach morphed from solely Kanban scheduling to align more with a traditional project management dependency scheduling with the help of Quick Plan Pro with a resulting Gantt view. The lessons learned with regards to scheduling, is the project manager was willing to be flexible and adapt to their particular style of managing tasks. Also, due to both anticipated and unanticipated risk the project manager must constantly be willing to adjust the schedule due to risks and team issues impacting schedule. Having an issue management log would have helped record issues from the team member – if there was a team. In order to properly deliver measurable results to management, whichever scheduling tool is used, must be clearly understood by management. Quick Plan Pro worked well to monitor percent complete for each task.

1) Reporting out percentages completed
2) Reporting out number of changes from the planned timesheet

Below is the reporting mechanism measurements have been monitored and reported on.
- The % comes from Quick Plan Pro
- The number of changes comes from Timesheet.

Source Data = MASTER QRP WBSTimsheet2016.xlsx

686B Deliverables	***% Complete*** of remaining tasks	***Number of changes*** of schedule/task changes	***Variances*** will be difficult to report	***686b*** hours
Cumulative Project Status	100% Complete	10 / 27 - Change Log	@ Double time for most tasks	***432.2 HOURS***
Final paper	100%	0 / 8	Took double time	53.8 Separate time
PPMb#1	100% - 13 / 13	0 / 8	Took Less time	47.67
PPMb#2	100% - # 17 / 17	0 / 8	On schedule - no var.	111.8 Cumulative
Status Update				121.58 Cumulative
PPMb#3	100% - 8 / 8	0 / 8	On schedule - no var.	155.75
PPMb#4	100% - 7 / 7	0 / 8	Ahead of Schedule.	169.00
Oral Presentation	100% - 2 / 2	0 / 2	Ahead of schedule	179.00

NOTE: The Overall % complete comes from Quick Plan Pro iPad edition.

Phase 1 -PM686A	***Sept 15***	***Nov 15***	***Hours***	***Initiating & Planning***
	PPMa#1	100%	35 hrs.	
	PPMa#2	100%	44.1 hrs.	
	PPMa#3	100%	38.45 hrs.	
	PPMa#4	100%	40.2 hrs.	
	Total Hours		***169.00 hrs.***	
Phase 2	***Nov 15***	***Jan 15***		***Research & Concept Design***
	Total Hours		***84.2 hrs.***	
Phase 3 - PM686B	***Jan 16***	***Mar 16***	***179 hrs.***	***Develop QRP & Final Report***
	PPMb#1	100%	47.67 hrs.	
	PPMb#2 - Due 26 February	100%	111.8 hrs.	
	Time spend writing paper	100%	53.8 hrs.	
	PPMb#3 - Due 18 March	100%	155.75 hrs.	
	PPMb#4 - 8 April	100%	23.25 hrs.	
	Total Cumulative Hours		***432.2 hrs.***	

III. Integration Management

Why: *Integration management is a way to properly manage and track performance of the project using various methods and tools. The process is as follows:*

Inputs	*Outputs*
1. Project Management Plan (in development)	*1.* ***Change requests status updates***
2. Work performance information	*2.* ***Project management Plan updates***
3. ***Change Requests***	*3.* ***Project document updates.***
4. Enterprise Environmental factors (EEF)	
5. Organizational Process Assets (OPA) (in development)	

Page 61, Figure 3-40 of PMBOK Fourth Edition

Measurement: To correctly measure the effectiveness of each logs how they assist the project manager is the primary measurement of each.

1. Configuration management log – *Recording changes within each section of the PM Plan.*
2. Issues management log – *Recording any issue that comes up throughout the project lifecycle.*
3. Change Control log – *Recording any change from planned actions (Scope, plan) and any issue that modifies the baseline.*
4. Lesson Learned log – *Recording any and all lessons learned throughout the project lifecycle.*

Lessons learned: Microsoft OneNote was used in conjunction with spreadsheet logs for the last half of 686A into 686r (research) and throughout 686B and has allowed project manager to become more proficient with the planning and monitoring a project with the use of OneNote while in the office or on the go. The following is a breakdown of each logs

1. Configuration management log – When the PM Plan needs to be updated for any reason, the section modified is highlighted and the change management log records the actual change. The configuration log is the first and last to be updated as what to ensure the change control process for updating the PM Plan is followed through to its entirety.
2. Issues management log –This has not been used much, which is probably due to size of project with only one resource. For larger projects with teams, this would be a useful tool to capture "novel" project team ideas but are not necessarily actionable items.
3. Change Control log – This has been invaluable tool. Used along with the Configuration and Risk Register this allows for any explanation and/justification to make a scope change easy to look up why a change was made
4. Lesson Learned log – Another great tool to keep track of learned lessons as PM executes and iteratively plans project.

IV. Stakeholder and Quality Management

Why: This project's goal was to deliver a new product never before seen before. The stakeholder knowledge areas to be managed was primarily conducted during the research phase with the survey and interviews. The ultimate goal was to deliver a QRG proof of concept to the stakeholders and assess their response to the product.

Measurement: The surveys and interviews were measured by how many of the invited participants actually either took the survey or asked for a follow-on interview. The results can be found in the final report. The interesting aspect of this project was monitoring the development of the QRG and the responses along the way. For instance, during the invite for survey, the QRG was only a verbal concept. During the test phase, the QRG was delivered within a PowerPoint Presentation electric image format, which could be printed. And finally during the project acceptance, the project manager drove to Kenai and personally delivered the 1st draft Proof of Concept (project deliverable) to the project sponsor. During this meeting, the sponsor pulled his entire department into a conference room and had project manager provide an instructional time for what and why this concept is important – especially to new hires. The test phase and final delivery marked the quality measurements in terms of visually seeing facial expressions and verbally hearing the phrase," when will this become an 'App" for the smartphone. This comment validate the need to proceed onto the next project.

Lessons learned: Lessons learned regarding this final – and risky timeframe.

1) QRP Product.

- Close and frequent communications to set expectations early are vital to ensure expectations from each party are clearly understood.
- Having all relative and pertinent forms such as final product and product acceptance form are vital for professionalism as a project manager.

2) Final Report

- This has been the most important communications to this point. The final report was not an easy report to edit in terms of formatting to the requirement while trying to maintain the look of all project documents. The Project Manager had a willing friend to edit the document, and a great wife to double check.
- Very close communications and going the extra mile to make this as easy as possible for the editor. The report was not sent through email. Rather a special Dropbox.com account was established and all relevant documents were placed within this folder for the editor to reference necessary documents as needed during the review and editing process. Although she does not robust experience working in a cloud based file structure, she has been willing to learn and has used the comment feature within the program to communication with Project Manager on questions.

Master of Science in Project Management
University of Alaska

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses Project

Project *Lessons Learned* Narrative

Version 2.0 • 8 APR 2016

Modified by	Title	Signature	Date
Jeff Estes	Project Manager	*Jeff Estes*	PPM#5 - 7 Dec 15
Jeff Estes	Project Manager	*Jeff Estes*	Final Deliverable - 25 April 16

Project management lessons learned

Assignment: *Separate 2 – 3 page summary narrative of project Lessons Learned during PM 686a class.*

The follow brief synopsis is from the Lessons Learned log sheet beginning with phase 2, or the research phase, as there was already a lessons learned summary form phase 1 or 686A. The complete lessons learned description can be found within the Final Report; as two-thirds of this paper provided description of new and innovated methods to perform project management tasks leveraging non-traditional ways of executing a project.

Logs and Registers

The Project Manager developed logs and registers with process written into the Project Management Plan which resulted in a well-established process enabling the project manager to perform work package work without having to recreated processes or make major revisions to the logs or the processes. The only items that had to be updated, which also resulted in the first Change Control Request was to allow Project Manager to make minor changes to the scope without having to go thought the change control process each time. The reason for this modification was the project deliverable was only a concept and as the research was performed, the scope was assessed for feasibly. As it turned out, the scope needed to be modified from the original concept to better align with the scope and intent of original idea.

Research

The research was conducted between 686A and 686B semester classes due foreseen risk with scheduling during the 686B. These scheduling risk were not realized. When designing the research, project manager, began with the end in mind; first developing the radar chart to display the survey's qualitative information obtained from answered surveys. There were only ten questions, but the issue discovered as a result of using the free version of Survey Monkey was an individual survey was needed for each group in order to keep the results within each population sample group. One the survey results were all collected and placed within a separate grouping radar chart, and assessment of any gaps were clearly identified. This process was done for each group. Results from each group were overlaid onto a master slide where cumulative gaps could be displayed.

Managing tasks

Microsoft OneNote was the primary mechanism to track all task in the queue to be completed. The master list was in Quick Plan Pro, a mobile apple platform which is a simplified version of Microsoft Projects and designed for small projects. Once per week there was established project managers time during which the project manager would

review, monitor and updates any logs, register, and would assess his professional workload with academic project workload and set a schedule of deliverable for the upcoming week. These tasks were sequential with a checkbox by each on the days each was to be performed. The Quick Plan Pro Gantt chart was also updated within the program and synced to the iWatch, where reminder happened at a set time to inform the project manager a schedule task was to be worked on.

Both of these applications worked perfect in helping project manager allocate his time towards completion of tasks, as well and ensure monitoring of tasks that could be fast tracked in order to complete earlier than originally planned.

Change Management process

This process was planned and practiced in the planning phase to ensure each piece was well integrated with one another. The PM Plan was the nucleus of the process. Providing specific directions for what would trigger a change control process. Other supporting tools included the change management log and the change control form. If change involved a change of any type to the PM Plan or supporting documents, a Configuration Management Log was utilized. When developing this process, an internet search was conducted for configuration logs. There was not much found. Therefore a viable log was develop based on the PM Plan process to include thresholds for changing and follow-up columns to ensure the process was followed. In fact a change was needed well into the 686B semester – several months after the PM Plan approval. The PM had to again revisit the process and was able to read the plan, follow the written process, find all the forms and make the necessary changes.

Cloud based storage

Utilizing cloud based storage was a great timesaver, as the files were always readily available through the internet and available either on a computer or mobile device. Specifically used was Box.com which proved to be an extremely intuitive program (app) or cloud base internet site. Primary working files were stored on a flash drive for ease of working from any computer. Box.com was used to primary backup files and access from the internet.

Procrastination

This might seem out of place for this document, but in fact this was a risk that was intentionally not included in the risk register. Before capstone project began, this common behavior was decided not to occur during this project for reason of needing to meet each Project Performance Milestone and earning the highest possible grade for each assignment.

Stakeholder management

What was most interesting during this project was to see the process of developing something new. The idea was first visualized with project manager served in the Coast Guard. Later during the beginning of the project the idea was beginning to form into a 2 to 6 page pamphlet with a stakeholder register in order to document which agencies and what regulatory authority they bring to the table during a response. The research phase proved the stakeholder register idea according the PMBOK was not feasible. Therefore project manager had to create usable stakeholder register concept for the pamphlet that would provided value to the intended audience. At the conclusion of the research phase the register concept revealed what the register would now provide in terms of value. During the survey period, the idea was verbalized to the survey participates and in greater detail to those who elected to participate in the interview. In the later part of 686B, the test period was the first time the product was viewed by a few chosen stakeholders, where a few comments were collected asking when there will be a smartphone app created. Finally, the product was professionally printed and delivered to the project sponsor who invited his entire team to discuss the product. What was intended to be a 30 minute meeting resulted in project manager discussing and providing basic instruction to his team. All in attendance were gleeful and the sight of the final product which complied with the deliverable scope of being:

- 2- 6 pages – result was 4 pages
- Bi or Tri-fold pamphlet style (foldable)
- Be laminated
- Be colorful and appealing to sight
- Useful

At the conclusion of this meeting, project sponsor signed an acceptance checklist document, thereby finalizing that portion of the project deliverables.

Master of Science in Project Management

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Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet' (QRP) for Emergency Responses Project

<Unified Command QRP Project>

Project Charter

Version 1.1

10/20/2015

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1. Introduction

1.1 Project and Product Overview

This is a stakeholder identification and assessment project for natural resource trustee agencies who could response to a pollution incident within the Incident Command System structure.

Currently, the Annex B of the Alaskan Unified Command references agencies that have a stake however, nowhere within the plan does it provide a regulatory citation to their specific stake to the agency. For example, U.S. Fish and Wildlife is mentioned but not what their stake is within the response effort. To correctly interpret this document, the reader must either have prior knowledge of the agency role, or know where the governing reference is.

The project manager will leverage his in-depth understanding of the Unified Plan and vast experience managing responses from within the United States Coast Guard as a Federal On-Scene Coordinator's representative.

This project's deliverable will be to produce a Quick Reference Pamphlet (QRP) that provides greater insight to the regulatory stake within a response organization by documenting their stake and authority.

1.2 Purpose of Project Charter

The Unified Command QRP Project charter formally authorizes a project, describes the business need for the project and the product to be created by the project. It provides the project manager with the authority to apply up to a certain level of organizational resources to project activities. It is created during the Initiating Phase of the project.

The intended audience of the Unified Command QRP Project charter is the Sponsor, Academic Advisor and committee members.

2. Justification

2.1 Business Need

As stated in the charter introduction, the current governmental publications do not provide the necessary breakdown of stakeholders and what they are representing by citation. When private sector companies integrate into a new business organizational model using the federally mandated Incident Command System (ICS), they leave what they know and practices daily and inherit new roles and responsibilities that reside within the ICS structure. Learning this poses new challenges, especially when a company is only expected to practices once per year. When multiple federal, state and local company also participate, this poses extra challenges for senior management – both from the public and private sectors. Having an available reference go participating

governmental stakeholder with what regulation they are representing will greatly assist in a coordinated response effort by all.

2.2 Business Impact

Having a Quick Reference Pamphlet (QRP) available to key manager, will allow them to manager a better coordinated response; as they – whether managers, supervisors, or deck plate participants - will have a better idea of what regulations are inherently important to the response efforts, as well as who would be the key stakeholder to enforce regulations.

This QRP will assist emergency responders to more effectively manage a coordinated response due to knowledge of

- Management by regulatory objective
- Where these regulators best fit within an Incident Command System structure

2.3 Strategic Alignment

For the purposes of this project, the project manager is teaming with the State and Federal government as key stakeholder, and therefore is coming from the strategic perspective of providing an improvement to an existing state plan.

Table 1: Strategic Alignment

Organization/Strategic Goals	Project Response Rank (H – High, M – Medium, L – Low)	Comments
Ensuring the State of Alaska (ADEC) provides a coordinated and collaborative framework available to Alaska responders for pollutions incidents within Alaska	H - High	The deliverable is indented to augment the current Unified Plan. The QRP is intended to be a Go-Kits tool.
Alaska Regional Response Team (AK RRT) would also benefit from both the research and product	H – High	The research and product will assist emergency responders with a better understanding of participating agencies role within a response effort.

3. Scope

3.1 Objectives

The objectives of the Unified Command QRP Project are as follows:

- The development of a QRP to assist emergency responders to better understand regulatory stakeholder that would participate in an emergency response effort.
- To assess the Unified Command's stakeholder maturity level.
- The necessary research to support creation of the QRP product.
- A project management plan that will support the creation of the product.

3.2 High-Level Requirements

The following table presents the requirements that the project's product, service or result must meet in order for the project objectives to be satisfied.

Table 2: High-Level Requirements

Requirement #	Requirement Definition
Project Management Plan - 686a Academic Deliverable	*Meets academic rubric from PM 686a and b syllabus. PM Plan must provide enough details to properly execute Phase 3 – Execution.*
Final Project Report - 686b Academic Deliverable	*Meets academic rubric from PM 686a and b syllabuses. Final report must provide enough lessons learned to provide project manager a "play book" positives and negatives learned that will assist with future projects.*
QRP Supporting Materials Reference – (materials supporting product deliverable to be included in the Academic Deliverables)	*Develop supporting materials that will support the development of a Quick Reference Pamphlet (QRP) that provide the below critical references that without which the project would fail.* • Cross Functional Chart (Swim Lane) • Stakeholder Register with the below supporting columns.
QRP Development Research - Academic	• *Literary Research* • *Survey's* • *Interviews*
Quick Reference Pamphlet (QRP) – (Product deliverable)	*As established by the approved Project Management Plan. See Requirements Traceability Matrix for acceptance criteria.*

3.3 Major Deliverables

The following table presents the major deliverables that the project's product, service or result must meet in order for the project objectives to be satisfied.

Table 3: Major Deliverables

Deliverable
Project Management Plan (academic)
Final Project Report (academic) - QRP Supporting Reference Materials
QRP product (product)

3.4 Boundaries

The following items have been deems out of scope (excluded from this project) for this project and product.

- A business plan for selling this QRP,
- Local agencies within each 'Sub-Area Contingency Plan that is not specifically referenced within the pollution response section of Annex B of the Unified Plan of Alaska. The primary emphasis for this project's scope is to focus on Federal and State (of Alaska) regulatory stakeholder

4. Project Organization

4.1 Roles and Responsibilities

The following table outlines the internal project team and their responsibilities throughout the lifecycle of this project.

Table 4: Roles and Responsibilities

Name & Organization	Project Role	Project Responsibilities	Estimated % of Effort
Steve Russell / Alaska Department of Environmental Conservation	Project Sponsor	<Person responsible for acting as the project's champion and providing direction and support to the team. In the context of this document, this person approves the request for funding, approves the project scope represented in this document, and sets the priority of the project relative to other projects in his/her area of responsibility. >	5%

Name & Organization	Project Role	Project Responsibilities	Estimated % of Effort
Jeff Estes, University of Alaska – Anchorage MSPM	<Project Manager >	<Person who performs the day-to-day management of the project and has specific accountability for managing the project within the approved constraints of scope, quality, time and cost, to deliver the specified requirements, deliverables and customer satisfaction. The Project Manager chairs the integrated project team. >	98%
LuAnn Piccard, MS, PMP, University of Alaska – Anchorage.	<Primary Advisor>	<Coaching, feedback and assessment>	1%
Roger Hull, CRISC, CISM, CISSP, PMP, University of Alaska – Anchorage	<Committee member>	<Coaching, feedback, assessment input >	1%
Walter Almon, MSPM, PMP	<Committee member>	< Coaching, feedback, assessment input >	1%

4.2 Stakeholders

The below figure is the initial stakeholder list from the initial stakeholder registers. The information has been pulled from Annex B of the current 2010 Alaskan Unified Plan.

Figure 1: Initial list of Stakeholders

Stakeholder Register -

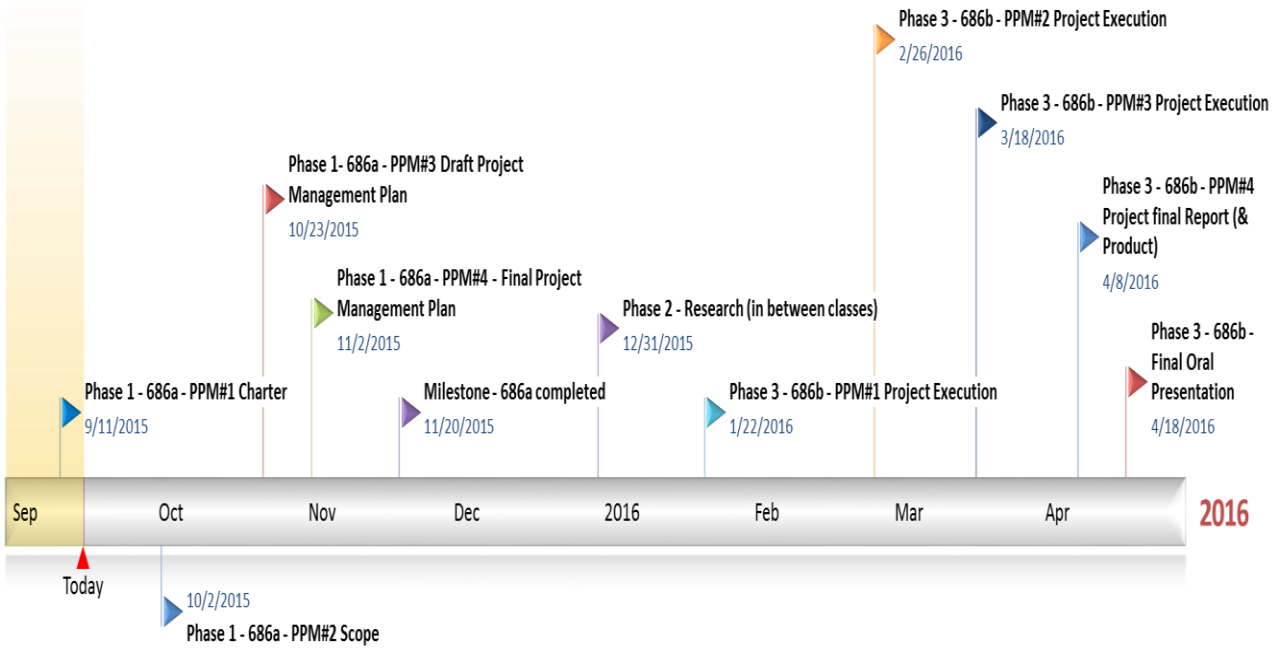
	Classification (Their
Internal Stakeholders (internal to performing organization)	Project / Product Interest
UAA - Jeff Estes	Positive
UAA - LuAnn Piccard	Positive
UAA - Roger Hull	Positive
UAA - Walter Almon	Positive
ADEC - Steven Russell	Positive
External Stakeholders (external to performing organization)	Project / Product Interest
Oil & Gas companies	Positive
AKRRT	Positive
US EPA	Positive
US Coast Guard	Positive
Local On Scene Coord.	Positive
DOI	Positive
DOC	Positive
USDA	Positive
FEMA	Positive
DOD	Positive
GSA	Positive
BSEE	Positive
PHMSA	Positive
USFWS	Positive
BOI	Positive
NPS	Positive
NOAA	Positive
USACE	Positive
ADEC	Positive
DOD	Positive
National Guard	Positive
Regional Stakeholder Committee	Positive
Regional Citizens Advisor Council	Positive

5. Duration

5.1 Timeline

Below is a high level academic timeline of academic deliverable of which the project plan and product will fall within.

Figure 2: Example of a High-Level Timeline



5.2 Milestones

The table below lists the high-level Executive Milestones of the project and their estimated completion timeframe.

Table 5: Milestones

Milestones	Estimated Completion Timeframe
Approval of Project Management Plan (686a class)	September – November 2015
Research	December 2015
Completion of Interviews – Research component	January 2016

Milestones	Estimated Completion Timeframe
Completion of Survey – Research component	January 2016
Completion of Unified Command Stakeholder Maturity Assessment – Research component	February 2016
Completion of Stakeholder Register	February 2016
Completion of Organizational Breakdown Structure	February 2016
Completion of Final Project Report (with supporting documents)	April 2016
QRP product acceptance by sponsor	April 2016

6. Project Performance

6.1 Key Performance Indicators

The following KPI's will be used to assess performance throughout project lifecycle.

- ✓ Project Schedule using Schedule Performance Index (SPI)
  - Ratio of planned to actual. Target Value is 1.
    - Greater than 1 is good
    - Less than 1 is bad
- ✓ Project Schedule Variance (SV)
  - Difference between planned and actual. Target value is 0
    - Positive is good
    - Negative is back
- ✓ Work Performance (hybrid from Cost Performance Index – CPI))
  - Labor/time unit - $/hour. As a single resource, PM will measure time worked as earning $1 per hour.

7. Assumptions, Constraints and Risks

7.1 Assumptions

This section identifies the statements believed to be true and from which a conclusion was drawn to define this project charter.

- Identified key stakeholder will be willing to take survey and participate in interviews.
- Academic Advisor and committee members will be available to assist as mentor throughout the project lifecycle.
- Project sponsor will be any public comments that relate to this project and could pose a risk to the outcome if not passed along to project manager.
- The project –including research – will take no longer than April 2016 to complete. The project manager will be the primary resource for the completion of all planning, research, execution, drafting and finalization of 95% of deliverables

7.2 Constraints

This section identifies any limitation that must be taken into consideration prior to the initiation of the project.

- There is currently no budget for this project.
- All resources are personal property of project manager
- The schedule is fixed by academic Project Progress Milestones (PPM) for
    - Project Management class 686a – Initiation and Planning
    - Project Managements class 686b – Execution, Monitoring & Controlling, and Closeout.
- The project manager has a full time job 40-60 hours per week. This project will be planned and executed using is off working hour's schedule – (let's not forget the family)

Table 6: Triple Constraint

	Least Flexible (Fixed)	Flexible (Negotiable)	Most Flexible (Accept)
Schedule	X		
Scope		X	
Quality			X

7.3 Risks

The table below presents the known risks which could have a major impact on the outcome of the project and associated mitigation strategy that the business owner/project team will take to manage them.

Table 7: Risks

Risk	Mitigation
PM's full time job will interfere with project	Accept- maintain close communications with sponsor, advisor and committee members
Unavailability of key stakeholder – that have been identified to participate in either/or survey or interview	Identify a secondary person should primary become unavailable.
Key stakeholder (interviewed/survey) provides subjective and personal motives instead of objective insight	If PM discovers personal motives, then PM will need to discuss with sponsor for best course of action.

Appendix A: Record of Changes

Once the charter (this document) is signed by sponsor, the project planning will commence. Do to the iterative nature of planning a project and the project lifecycle, changes, modifications and updates are inherently acceptable. Therefore from when this charter is signed and throughout the project planning lifecycle, the below record of changes shall be adhered do.

Table 8: Record of Changes

Version Number	Date	Author/Owner	Description of Change
1	9/18/2015	Jeff Estes	2nd charter with amplifying details

Appendix B: Acronyms

The below list of acronyms and associated literal translations used within the document.

Table 9: Acronyms

Acronym	Literal Translation
QRP	Quick Reference Pamphlet
PMP	Project Management Plan
PPM	Project Process Milestone
WBS	Work Breakdown Structure
OBS	Organizational Breakdown Structure
ICS	Incident Command System
UC	Unified Command
ADEC	Alaska Department of Environmental Conservation
USCG	U.S. Coast Guard
USEPA	U.S. Environmental Protection Agency
TBD	To Be Determined

Appendix C: Glossary

Provided below are terms and their definitions that could be found unfamiliar to the reader

Table 10: Glossary

Term	Definition
Unified Plan	A coordinated and collaborative emergency response plan used and enforced during an emergency response effort
PM 686a	First academic project management Capstone sequential class
PM 686b	Second academic project management Capstone sequential class

Appendix D: Referenced Documents

Table 11: Referenced Documents

Document Name	Document Location and/or URL	Issuance Date
Work Breakdown Structure	Box.com/MSPM/QRP Project	
Initial Risk Register	Box.com/MSPM/QRP Project	
Initial Stakeholder Register	Box.com/MSPM/QRP Project	
Initial Work Breakdown Structure	Box.com/MSPM/QRP Project	
Initial Risk Register	Box.com/MSPM/QRP Project	

Appendix E: Approvals

The undersigned acknowledge that they have reviewed the Project Charter and agree with the information presented within this document. Changes to this Project Charter will be coordinated with, and approved by, the undersigned, or their designated representatives.

Signature:		Date:	09-25-2015
Print Name:	Steven Russell		
Title:	ADEC Inter-agency Coordinator		
Role:	Project Sponsor		
Signature:		Date:	23 Sept 2015
Print Name:	Jeff Estes		
Title:	Graduate Candidate / Emergency Management / Response Consultant		
Role:	Project Manager		
Signature:		Date:	
Print Name:	LuAnn Piccard		
Title:	UAA PM Program Director		
Role:	Primary Academic Advisor		

Appendix F: Project Acceptance Criteria

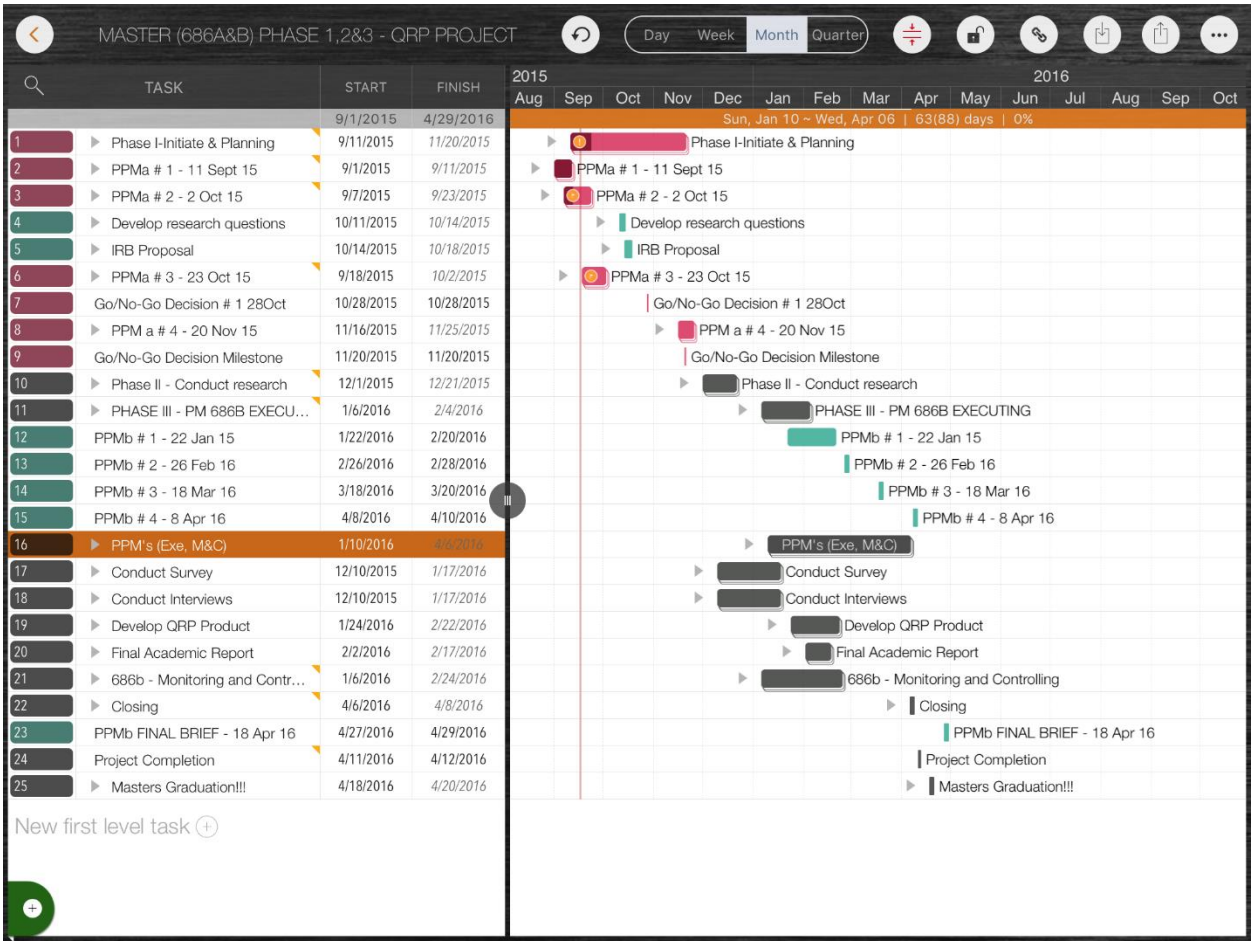
In order for the project to be formally closed out the following project acceptance criteria must meet the satisfaction of project sponsor.

Table 12: Project Acceptance Criteria

Project Acceptance Criteria:		
Project Objectives	***Success Criteria***	***Person Approving***
Scope *– Project scope in entirety must be completed before project is closed out.*		
- Project management Plan Completion and approval (686a) *- Stakeholder register* *- Categorization of stakeholder's proximity (priority and urgency) and Power | Interest Grid to the Unified Command and documented in the Stakeholder Register* *- The delivery of the Quick Reference Pamphlet to the OCS, their representatives and private sector.* *- Assessment of Unified Command's Stakeholder Maturity Assessment*		*Product - Jeff Estes* *Academic – Luann Piccard*
Time *– Project Schedule is prescribed by academic Project Progress Milestones (PPM)*		
- All PPM's are met on time.		*Academic – Luann Piccard*
Quality *– The quality of a project very important but has been determined to be an acceptable modification to meet time and scope. Every effort should be made to ensure quality remains intact and should be considered as a risk with mitigation measures in place to proven an unacceptable quality.*		
Project Sponsor – Steve Russell will assist to determine what elements of research is best suited for input into QRP. Not all information will be applicable or relevant.		*Product - Jeff Estes & Steven Russell*

Appendix G: Initial Work Breakdown Structure

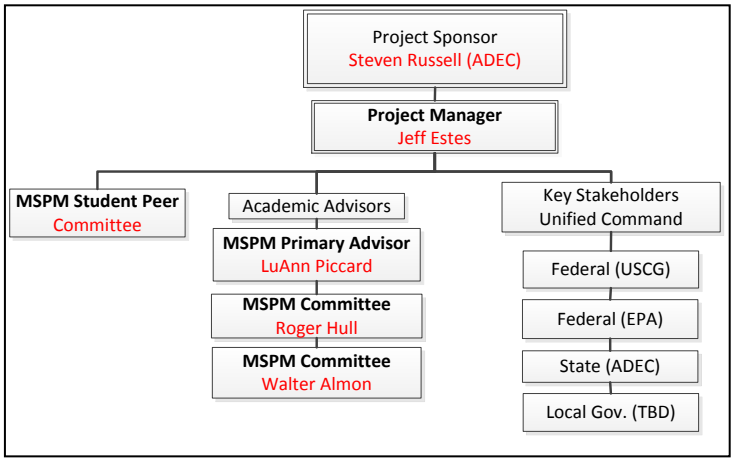
Figure 3: Initial WBS



Appendix H: Project Organization

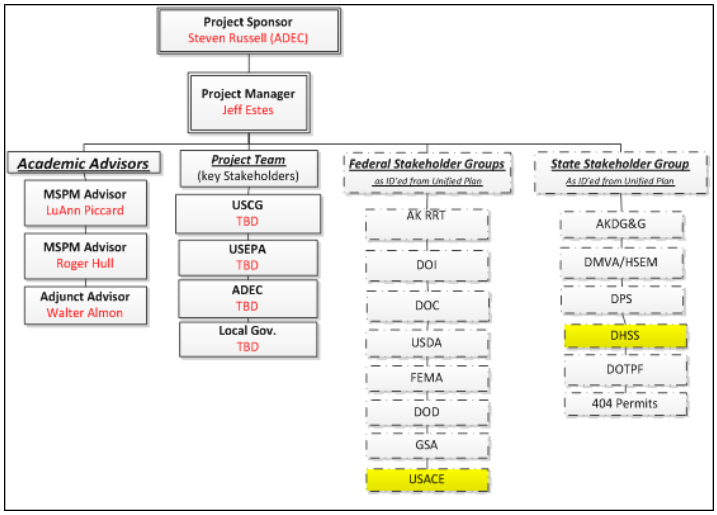
The project organization for this academic endeavor is minimal with a project manager as the primary resource, project sponsor as the person to validate the project and project advisor / committee mentors as the project's Steering Committee. The project key stakeholder make up the Unified Command. Both these positions and their representative along with private sector's incident commanders are the prime audience of this project.

Figure 4: Internal Project Organization



External stakeholders to this project – as initially identified within the Unified Plan's Annex B are included within the organization in the below organizational chart.

Figure 5: Internal and External Project Organization



Master of Science in Project Management

University of Alaska

Unified Command QRP Research Justification Data Collection Results

Version 1.1 • 5 FEB 2016

Modified by	Title	Signature	Date
Jeff Estes	Project Manager	*Jeff Estes*	PPBb#1 – 5 Feb 16
			PPMb#2 – 26 Feb 16
			PPMb#3 – 18 Mar 16
			PPMb#4 – 8 Apr 2016

Part I - Original Research Plan

Description of Project Research

Development of a "Unified Command" Stakeholder "Quick Reference Pamphlet" (QRP) for Emergency Response

1. Research Overview

This is ultimately stakeholder identification project with the goal is to document on a consolidated pamphlet the emergency response stakeholders and their regulatory stake within a response to a pollution event within the state of Alaska. The project will be focusing on Annex B of the Alaskan Unified Plan; a joint governmental emergency response plan.

Interviews and surveys for this project are designed to ask stakeholders who are currently identified within Annex B about what their present knowledge of the plan is, and what stakeholder they currently know participate in an emergency response and what regulatory stake they have during a response effort.

2. Project's hypothesis:

Of the 4 identified stakeholder categorical groups below; Group 1 and 4 local will have the most cohesive knowledge in terms of both awareness of applicable environmental regulations and who represents these regulation during a response. A project goal would be to identify this reason and provide a solution to this issue, so that others who are vital to understand their roles will have a quick reference.

Groups include the following:

- Group 1- Federal or State Unified Command Representatives
- Group 2 - Federal & State Trustee Agencies
- Group 3 - Responsible Party (high potential of pollution industries)
- Group 4 - Response Contractors

a. **Categorical Group 1 - <u>Federal or State</u>** Unified Command Representatives are not necessary aware of other regulations enforced by other government agencies and have little to no motivation to better understand how OGA regulations impact a particular business such as within the Oil and Gas Industry. There could be a few reasons for this:
   - See section 6 for questions.

b. **Categorical Group 2 - Federal or Statue Trustee Agencies** (Alaskan -State-based) understand they have a solemn duty to protect their regulatory stake with regards to the environment (land, species, commerce, etc.). They have access to

the unified Command during a response to pollution discharge when the Fed/State activate a Unified Command. But do they know this? Some do and some do not. There could be a few reasons for this:
- See section 6 for questions.

c. **Categorical Group 3 Responsible Parties** (High potential polluters – such as maritime transportation and oil and gas industries) understand how various federal & state regulation impact their business model and try to establish relationship with those entities - if for nothing else to better understand their intent of the regulation they are delegated (entrusted) to enforce, without which the company cannot operation. There could be a few reasons for this:
- See section 6 for questions.

d. **Categorical Group 4 - Response contractors** (Alaskan -state- based) understand that money is to be made based on regulations stipulating industries involved in either Oil and Gas and transportation have high risk of creating pollution and have in-depth understanding of local state's response environment. In turn they have higher understanding of regulations and regulators and their relationship within a Unified Command Structure. There could be a few reasons for this: See section 6 for questions.

3. Description of Research Methods

Research for this project includes:

- Online Literary Research for known stakeholder included within *Annex B* of the *Unified Plan*. Research also includes referenced documents mentioned within *Annex B* that mentions regulatory stakeholder and their stake (regulatory objective during a response).

- Interviews (qualitative analysis) - with identified stakeholders as representatives from each categorical group mentioned within the hypothesis. The propose of interviews is to gather qualitative information - what they know within the confines of this project's deliverable and any information to the unified command process that is known by them but not mentioned within the plan.
    - Qualitative information will help justify the project and help validate the scope

- Survey (quantitative analysis) - with identified stakeholders as representatives from each group category mentioned within the hypothesis. The purpose of the survey is to gather quantitative information.
    - Quantitative information will help to produce a radar chart to graphically depict results of project's research.

4. Description of Research Approach

The approach to better understand this data is the following:

Online literary research will be used to collect other sources of response related regulations and corresponding stakeholder groups within the pre-identified categories. Research will consist of:

- Key regulatory response sources,
- Key word searches related to response and key words found in permitting language.

Survey Research will be used to identify common gaps between groups.

Interview Research will be used to

- Identify occurrences of similar project problems addressed by this project.

5. Approach for Analysis

Online Literary Research – will be used to:

- Identify regulatory stakeholders
- Identify regulations of each identified stakeholder

Survey responses will be the primary source for qualitative analysis with results provided by Radar (Spider) Chart for visual analysis. This analysis will be used to:

- Questions will be common to each group.
- Identify gaps in awareness of the Unified Plan within each group.
- Identify gaps as identified by hypothesis.
- Assessing the combined stakeholder maturity of the intended Federal and State stakeholder group thereby providing a visual overlay of any gaps.

Interview responses will be the primary source for quantitative analysis with results provided to further refine scope of QRP.

- Responses will be assessed within each group.
- Questions for each group will be common to each group

6. Questions for each group

The below survey questions are multiple choice qualitative questions that will be analyzed using a Radar chart.

A “five” (5) is a perfect score – depicts close proximity to the Unified Command
A “one” (1) is the opposite and depicts unfamiliarity and distance from the Unified Command.

These questions are applicable to all groups:
Q1) Confidentiality Statement (1) Yes / (2) No
Q2) New to Alaska? – Yes (5) or No (1)
Q3) Do you *Know* about the Alaskan Unified Plan?

- “Yes absolutely know about this plan”	Known Knowns – things in our plan (1)
- “I knew there was something, just not sure”-	Known Unknowns – things we know we don’t know (2)
- ““They” know so I don’t have to”	Unknowns Knows – assumptions (3)
- “I did not know it existed.	Unknown Unknowns (4)

Q4) Are you familiar with Annex B of the Unified Plan?

- “Yes absolutely know about”.	Known Knows – things in our plan (1)
- “I knew there was something just not sure”	Known Unknowns – things we know we don’t know (2)
- ““They” know so I don’t have to” -	Unknowns Knows – assumptions (3)
- I didn’t know it existed”.	Unknown Unknowns (4)

Q5) Are you new to a responder’s role?
- Yes (5) or No (1)

Q6) What level of ICS training do you currently have?

- Highly Trained/	ICS 100, 200, 300, and other position specific courses -	(1)
- Medium trained	ICS 100 or 200, 300 -	(2)
- Barely trained	not sure	(3)
- No training	no training	(4)

Q7) How much response experience do you have?

- I have participated in many responses within the ICS structure	(1)
- I have participated in only one or two responses within the ICS structure	(3)
- I have not participated in any responses within the ICS structure	(5)

Q8) If you had a quick reference to help you better understand what regulators have a stake within a response to pollution, how would you respond:

If you had a quick reference summarizing regulatory responsibilities and which agencies were delegated that responsibility during a response, how would you respond?

- Absolutely would be great	(1)
- Strongly believe this would help me and others understand.	(2)

- Agree this would help either me or others understand.	(3)
- Neutral – Yes, the information would help, but answer are found in the Unified Plan.	(4)
- Disagree. All the answers are found within the Unified Plan	(5)

Q9) Do you know what Alaskan response plan provides regulators access to the Unified Command (i.e. through the Federal and State On-Scene Coordinators)?

- Yes	(1)
- Not sure	(3)
- None	(5)

Q10) **How would you rate your agency's power to impact a regulatory objective?**

Note: *A regulatory response objective is not a term normally found in traditional ICS. The normal objectives are either operational or management. However, for the purposes of this project, the term "regulatory objectives" provides reference to a Natural Resource Trustee's delegated authority to protect environmental resources of the United State and its territories. These objectives support the response in ensuring the environment is cleaned and protected to the satisfaction each agency with jurisdiction.*

- Highest authority	(1)
- Strongly agree	(2)
- Neutral - do not know	(3)
- Strongly disagree	(4)

- Absolutely no power and our regulatory concerns are ignored	(5)

Part II – Research Results

Results of Project Research

1. Was the original hypothesis true or false?

According to the survey results, the original hypothesis - as stated – has for the most part proved to be true. However, with results from the interview, a few contradictions (False) were identified. Those anomalies will be explained below. All other question and answers that proved true will not be explained.

Before the anomalies are discussed an important observation must be made which actually correlates with the hypothesis. Below is a tables showing how many participants were invited to take the survey and how many actually responded. Those who are in need of a QRP product or they feel their access is not what it should all ranked higher with more willingness to participate then those in a command position or a contractor.

	Participated	Invited	%	Quality Contol
Group 1	7	15	47%	< 50 %
Group 2	5	9	56%	> 50 %
Group 3	2	2	100%	> 50%
Group 4	3	9	33%	< 50 %

The following questions were key to this survey; the rest are extra data to support these key questions:
Q3 – Knowledge about the Unified Plan
Q4 – Knowledge about Annex B of the Unified Plan
Q8 – QRP Justification (separate from the hypothesis)
Q10 – Agencies Power to impact a regulatory objective

Categorical Group 1
Upon conducting interviews within Categorical Group 1 – Federal and State On-Scene Coordinators, all answered indicated both familiar with the Unified Plan and Annex B of same plan. However, during interviews of both State and Federal representatives, it became obvious they were unfamiliar with the specific sections applicable to these key coordinator positions. Comparing the Alaska plan to others plans of similar scope, the Alaska Plan is wordy not very searchable, either in paper or via PDF.

The other contradictory question as the rating of their power to influence the Unified Command during a response. All of the respondents should have responded with "highest" authority, however, over half of the respondents answered with either

strongly agree or neutral. Even if half of the respondents answered highest authority, but another answers neutral indicates the need for ALL coordinators to better understand the regulation and stakeholder they are coordination.

This next statement is applicable to how respondents feel about having a quick reference summarizing regulatory responsibility and which agencies were delegated that responsibility during a response. One respondent was neutral whereas the others (six out of seven) felt either absolutely or strongly having this guide with benefit their job.

Recommendation: the federal / state group is someone unfamiliar with 1) the Unified Plan and its contents in relations specific to their coordination function, 2) unfamiliar with who they are coordinating and need training.

Conclusion. The original hypothesis is proven false.

Categorical Group 2

For Categorical Group 2 – Natural Resource Trustees, there were no contradiction to the hypothesis. However, there were a few interesting twists that was actually expected by conducting a follow up interview.

The common denominator for this group was the lack of ICS training and the lack of actual response experience. However, for this group those factors were not the key, as their in-depth knowledge and regulatory delegation to protect America's natural resources is their primary focus area. The key was their experiences with access to the Unified Command (as they are delegated the authority to "coordinate" the natural resource trustees) and ability to impact a regulatory objective –which is actually a law – with the coordinating bodies. This is background information the survey results that were interesting to this project include the following findings.

All were somewhat familiar with the Alaskan Unified Plan but lesser familiar with Annex B. Annex B does not necessary pertain to a natural resource trustee. However, this section provides information on how to access the On-Scene Coordinators and therefore has some importance for access.

The survey question asking if they felt they had power to influence the coordinators provided surprising – and disappointing results. One of the primary responsibilities of an On-Scene Coordinator is to Coordinator the completion of natural resource regulatory objectives (in addition to tactical objectives) . The results were 40% indicating they did not know if they have power to influence the Federal and State coordinators with regards to environmental obligations. Upon conducting interviews with this group, this fact was further backed up.

The need for a quick reference guide was a unanimously in favor.

Recommendation: With over 60% of the respondents answered to the Unified Plan as a Known, Unknown, which indicates the respondents are not getting the appropriate training needed to be familiar with their response roles as natural resource trustees. Annex B provides structure to their responsivities within an ICS structure, which also indicate the need to add this factor to a more specialized ICS training.

Conclusion: The original hypothesis is proven true.

Categorical Group 3

For Categorical Group 3 – Responsible Party, there were no contradiction to the hypothesis. However, there was one element not expected as indicated below.

The common denominator for this group was lack of knowledge of either the Unified Plan or Annex B of this plan.

Due to the survey participants they both felt they had power to influence the On-Scene Coordinator's for response objectives. This could for a few reason. Primarily if they are an incident Commander, they technically are on the same team as the Federal and State On-Scene Coordinators within a Unified Command, which translates into two assumptions:

1) They understand the regulations that requires a permit – which are regulated by categorical group 2 – natural resource trustees and coordinated by categorical group 1.
2) They sit on the same team as the Federal and State On-Scene Coordinator and feel they are in command – which technically, by definition of what an Incident Commander is, they are in command, so as long as they follow all Federal and State regulations then the incident Commander can have to power to impact each response objective (management and regulatory objectives).

Recommendation: The project's product – the QRG- be provided (somehow is not in scope of this project) to this categorical group for improved awareness. Also, response and exercise provide companies such as The Response Group, Gallagher Marine, O'Brien's, and many other companies develop exercise regulatory injects in addition to the normal tactical and management objectives. By planning injects in this way, a response contractor can plan necessary regulatory objectives into the exercise which will increase awareness of the relationship between category 1 and 2 and the symbiotic relationship that exists, which is also the law.

Conclusion: The original hypothesis is proven true.

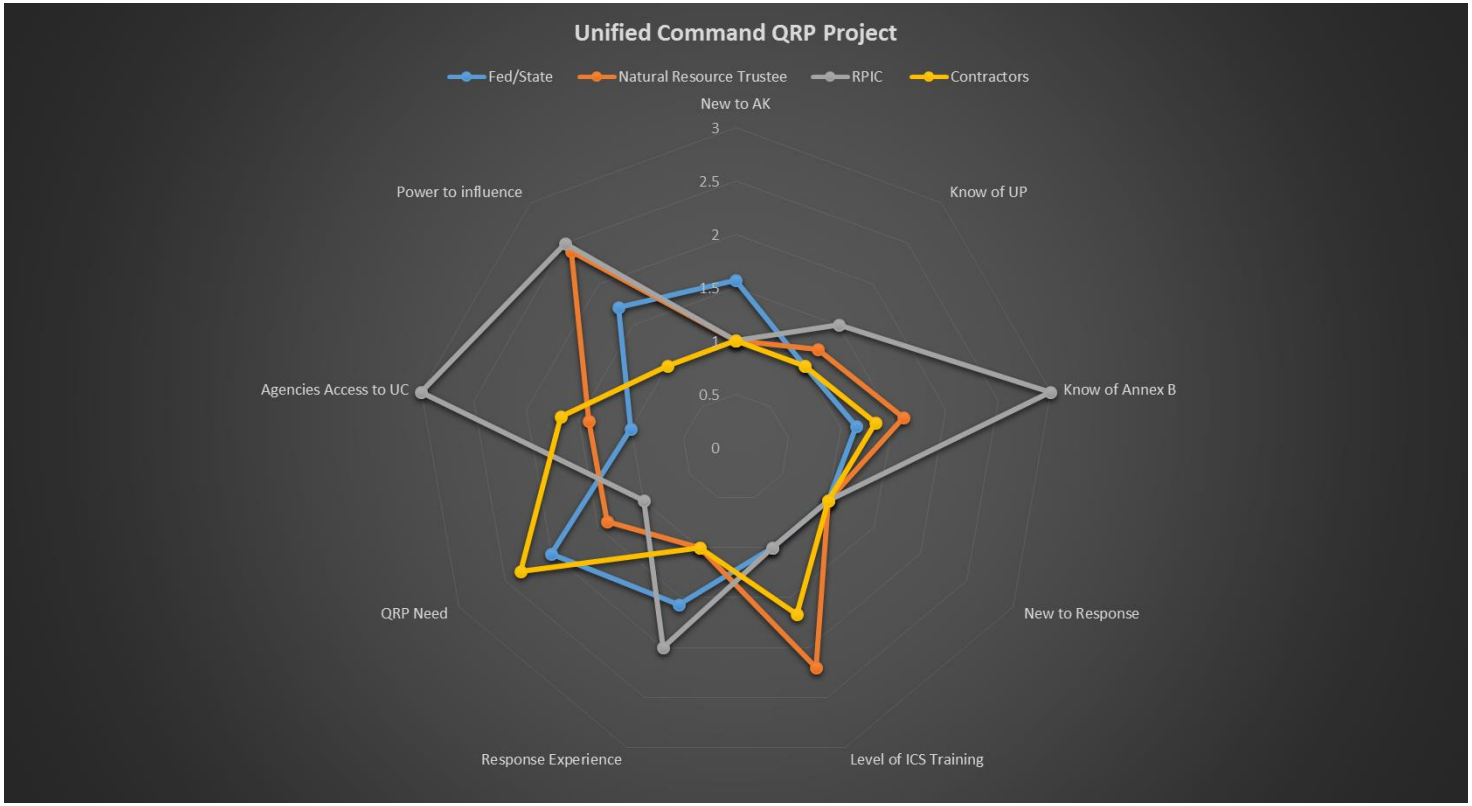
Categorical Group 4

For Categorical Group 4 – response contractors, there were no contradiction to the hypothesis. What was interesting is many of these contractors have regulatory experience. Either being prior Coast Guard or state employee and either retired or looking to be a civilian with higher paychecks.

Recommendation: Response contractors who provide exercise planning have a better understanding of the regulatory objective and plan exercise with the technical expertise, expected of this category. As they have the experience and possible the regulatory knowledge.

Below is the overall survey results in tabular format. By looking at the Radar chart one can logically find visual gaps or outliners to the normal trend analysis. Due to confidentiality the group results will not be displayed.

Long Questions	Short Questions		Fed/State	Natural Resource Trustee	RPIC	Contractors
	Confidentiality	*Q1*	1	1	1	1.00
New to Alaska?	New to AK	*Q2*	1.57142857	1	1	1.00
Have knowledge of the Unified Plan	Know of UP	*Q3*	1	1.2	1.5	1.00
Are you familiar with Annex B?	Know of Annex B	*Q4*	1.14285714	1.6	3	1.33
New to a response role?	New to Response	*Q5*	1	1	1	1.00
Do you have appropriate ICS Training?	Level of ICS Training	*Q6*	1	2.2	1	1.67
Lacking response experience?	Response Experience	*Q7*	1.57142857	1	2	1.00
If you had a quick reference pamphlet wood you like?	QRP Need	*Q8*	2	1.4	1	2.33
Do you know whatAk Response Plan provides Natural resource trustee access to UC?	Agencies Access to UC	*Q9*	1	1.4	3	1.67
How would you rate your power to impact a Response objective?	Power to influence	*Q10*	1.71428571	2.4	2.5	1



Steven Russell
Alaska Department of Environmental Conservation
43335 Kalifornsky Beach Road
Suite 11
Soldotna, AK 99669
907-262-3401

September 3, 2015

University of Alaska Anchorage
Project Management Department (MSPM)
University Center, Room 155
3901 Old Seward Highway
Anchorage, AK 99503

Attn: Ms. LuAnn Piccard

Re: Jeff Estes PM 686A Final Report Employer Support Statement

Dear Ms. Piccard:

It is a pleasure to write in support of Jeff Estes's final MSPM project to research and develop a Quick Reference Pamphlet (QRP) that will assist in key leaders to better understand the Alaskan emergency response structure.

This topic is of high priority here in Alaska and Jeff's work is both timely and relevant as the Alaska's Department of Environmental Conservation (ADEC) intends to update the *Unified Plan* to a more current edition.

Jeff's product will address key issues regards federal, state and local stakeholder commonly referred to Natural Resource Trustee's, which having a QRP will greatly help the response community – from both the private and public sector's.

Thank you for allowing me to be a part of this incredible initiative supported though the UAA's MSPM program!

Please feel free to contact me at any time regarding this subject.

Sincerely,

Steven Russell